

Connecticut Industry



November

1929

In This Issue

Is the Apprentice an Asset
or a Liability?

By W. Armstrong



Connecticut Shows Products
at Machine Tool Show



The Second Annual Foreign
Trade Conference

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IN APPRECIATION OF GENIUS

On the night of October 21, 1879, Thomas A. Edison first discovered that his carbonized filament lamp would give forth light, and stand up under the strain of usage. He had previously produced light by means of a platinum filament, but found it too costly and unsatisfactory for practical use. His was the calibre of genius which would not content itself with less than the practical application of elements to the needs of humanity. The Golden Jubilee of Light Celebration in Detroit was significant of the world's appreciation of a man whose mind and soul, in co-ordination with natural laws, contributed to the comforts of mankind.

There are many who decry the lack of outward appreciation for accomplishments in this commercial age, but who can say that the lesser lights of genius who shine in smaller circles are not repaid in kind for outstanding and unselfish effort? Let us show outwardly more of the profound respect and appreciation, so often unspoken; not only for the bright stars of genius like Edison, but for the thousands of those who work among us, giving of their best to make our lives more pleasant.

As an inventor and great human benefactor, Mr. Edison stands without a peer, yet without the aid of his expert workmen whose aptitude and capacity for carrying on, often amounted to genius, he never would have lived to witness the fruition of his benefactions. In our adulation of the truly great, let us not forget that vast unsung army of workers whose conscientious and untiring efforts have added to the greatness of those who are truly born of genius.

Edmund S. Loring

Is the Apprentice an Asset or a Liability?

By W. ARMSTRONG,

Director of Training, Waterbury Farrel Foundry Co.

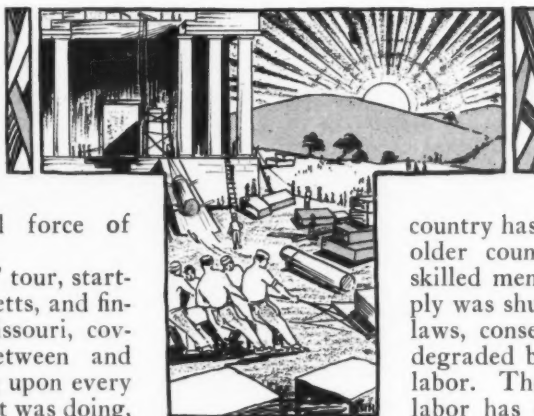


W. ARMSTRONG

A LITTLE over three years ago I made a survey of all the apprentice training plans I could find in order to understand what others had done and were doing to build up a skilled force of workers.

I took a three months' tour, starting at Lynn, Massachusetts, and finishing at St. Louis, Missouri, covering the territory between and North and South calling upon every plant I could hear of that was doing, or had done any apprentice training. Naturally I modified some of my ideas on the subject but am still working essentially on my original plan with a fair measure of success. I have far to go yet before I can feel satisfied with my work even though the plan has been working for nearly four years with pleasing results.

I came to the conclusion, as many have done before me, that there are no two conditions alike and that the problem of training apprentices must be met on its merits. Each problem is individual and cannot be solved by any one set of rules. I believe that most of the problems have a solution, and consider that, with proper management and a definite program, apprentices can be trained to become a valuable asset to any firm which will take the trouble to study them and train them on common sense business principles.



A nation that is essentially industrial requires for its prosperity a very large number of skilled craftsmen. We are suffering from a dearth of skilled workers. This

country has depended largely on the older countries for its supply of skilled men in the past. This supply was shut off by the Immigration laws, consequently the trades were degraded by the influx of unskilled labor. The grading up of unskilled labor has dismally failed, and has further created a condition that has had serious results by keeping men

out of the trades who were skilled but who had intelligence enough to jump into other work which paid better. The numbers of skilled workers have decreased until it is recognized by all of us that we can no longer fill our factories and shops with men capable and responsible enough to do the work required of them without intensive supervision. Further, the quality of the supervising class has deteriorated. It has been a general retrograde movement, and now we must wake up and repair the breach. That can be done by an adequate training program. It is vital to the progress of the country that every firm who can, must train and train intensively. The "evil" day has been put off too long. My observation of the general scheme is that training programmes are too haphazard and ill conceived,

in some cases, and too elaborate and pretentious in others. They are often presided over by men who have no practical experience and very little vision essential to success. Frequently the main point is lost sight of.

The general scheme is not utilitarian. First, we want craftsmen, and I mean by this, mechanics — not merely machinists or operators of automatic machine tools who can go through a set of motions to produce a given result. I want to see men who can think for themselves, who have real skill with their hands, who will develop a brain to guide them. Specialists are all very well to a point, but industry wants more than automatons. It needs applied intelligence, it requires developed thought. The specialist I should want is the man who has first thoroughly learned the trade or craft, and who by development, application of thought and intelligence, becomes highly skilled in some important branch of the craft he has followed.

The great difficulty appears to occur in getting men to see the whole picture, to understand where they fit into the scheme of things. It appears to be the custom to try to become an isolated unit having no definite connecting threads with other branches of the same trade, craft, or operation. Isolation in business, in crafts, and in trades is inefficiency. A broad general knowledge is essential and always has been. It is my endeavor in training apprentices to try to get them to see where each stands as a unit in relation to his fellow worker.

Our term of apprenticeship in this country is too short by eighteen months. It should not be less than five years, but custom decrees that it is long enough, therefore we must make the best of it, and intensify our training to make up the deficiency in time, concentrate upon fundamentals and essentials of the trade, leaving out any unrelated subjects.

We may feel in our educational scheme that we would like to carry mathematics to a higher plane, or we may feel that we have some urge to include in our training some culture, but I think we should tie ourselves down to the bare requirements of the trade to be taught. We have around us excellent schools with a personnel specially trained and adapted for teaching subjects immediately outside the shop

classes, and if the apprentice wants culture or higher education than that actually required by his trade he will seek and find it in these schools.

It is my endeavor to center my attention in correlating the shop work with the class instruction, and I think that all technical instruction should be given at the plant, not outside it. We know best what is required. There is no time lost since we have the apprentices directly under observation all of the time. Discipline, which is an important factor, can also be better maintained. Lax discipline is responsible for many ills in industry.

Many will say that they cannot afford to do this as the expense of setting up a works class will be prohibitive, requiring a teacher or teachers for the technical instruction, but this is a mistake. Any firm can get service from correspondence schools that will permit them to give a technical course to their apprentices and adult help at a nominal cost and without a special teacher. I cannot go into details here, but I

shall be glad to answer any questions on the subject as we have this system in force at our works and find it invaluable.

My sympathy goes out to the boy or young man just starting in to learn a trade. I think I know what is good for him and what he needs and I know what the employer requires of him, what his limitations are, and how to apply the training. The problem of apprentice training is not so simple as it may appear to the average employer, but it is only by every employer of skilled labor recognizing the great need of training and of cooperation that a successful apprentice training movement can be kept alive and made a success. I think it is apparent to every thinking employer that it is vital to his own interests and the interests and prosperity of the country that the movement must be made a success, for it is only by having an adequate supply of skilled craftsmen that any country depending upon its manufacturers can maintain its position in the world of Industry.

Every employer knows how difficult it is to obtain good responsible men of skill whom they can take into their shops and expect them to see a job through. We all know the high cost of supervision and we all know how difficult

Isolation in business, in crafts and trades is inefficiency. A broad general knowledge is essential and always has been.



Study

asset. They form a reserve force. They are the fundamental base on which industry's future rests. It pays to have apprentices under proper training. I have apprentices that can do more and better work than many journeymen that I could hire. I can, and do get production out of apprentices that compares most favorably with the output of the same number of journeymen on the same class of work, and what is more they are being adequately trained in all branches of their trade at the same time. At no time is a carefully selected and carefully guided apprentice a liability to the employer. The wage scale should be sufficient, yet balanced. It should not be too high to entice boys for the wage alone, and not so low they cannot live on it, and therefore ready to jump out for a few cents an hour more. I think that every training problem has a solution if given the necessary consideration and study.

It is safe to state that not twenty-five per cent of our actual requirements of trained men are being met to maintain the reserves that Industry demands for its necessities.

My contention is that training must not only provide skilled workers but it must be made to pay its way, and I know that it can be made to pay if the plans are carefully laid, the right man selected to carry them out, and a sufficient flexibility of action given to him. The selection of raw material is a most important consideration. It is not a haphazard job. It requires experience, common sense and observation.

A balanced schedule of manual training correlated with a carefully selected course of technical instruction is necessary. I have some one hundred forty apprentices in five trades comprising machinists or mechanics, pattern-makers, iron moulders, machine blacksmiths, and draftsmen. Yet the teaching staff comprises only myself and an assistant, which goes

it is to get adequately trained supervisors or foremen. This burden of upgrading and training is not to rest on the shoulders of a few, but all must put forth some effort. Apprentices properly managed are an

to show that an adequate course can be given at a comparatively small overhead teaching cost. Much economy is effected by taking advantage of the International Correspondence School Apprenticeship Course of Instruction Service, and makes it possible to reduce the teaching staff to a minimum. It provides all necessary mathematics, mechanical drawing, geometry, trigonometry, blueprint reading, machine tools and trade texts. I cannot speak too highly of this service and would find it impossible to give the necessary instruction without it unless I provided a staff of three or four teachers. The texts are up-to-date in every respect, equal in every way with any technical school or college, understandable by any grammar school graduate. Each apprentice is on an individual basis under personal observation from the start and receiving individual attention in his studies. With this method we can inject new boys into the class at any time, and can have them in any stage of training or in any branch of work in the same class at the same time without confusion or inefficiency. The apprentice has manifold contacts with his technical studies. I have perhaps given more detail to this part of training than may appear necessary, but so many employers look upon the technical training of the boy as an obstacle.

Four years ago we had some apprentices of poor quality, with no system of training, but now we have two main groups. The ordinary apprentice ranging in age from sixteen to twenty years of age and the special apprentice from twenty to thirty years of age. The first group serves three and one-half years and the second two and one-half years. Each receives both manual and technical instruction. The first starts at twenty-four cents per hour and the second at thirty-five cents per hour. Bonus is paid to each apprentice at the end of his term, and premium time is given for good work and progress. This latter is a reduction in the time to be served, calculated every three months. It is an inducement to effort. Time for study during working hours in



Practice

our works class room is granted on full pay basis.

We start our apprentices in a training shop. This department is a production shop filled with a full complement of up-to-date machine tools. We produce complete machines and equipment the same as any other shop. It is my plan to divide this shop up into groups such as lathe and boring, planer and shaper, milling and grinding, bench and assembly and drilling. Each section is controlled by an instructor sub-foreman. I have a foreman over the department working under my own instructions. Journeymen are working in the department and take apprentices to assist them. These men do the work that the apprentice is not considered proficient enough to perform.

When a certain machine is to be built the drawings are carefully considered in detail to first decide the method of manufacture of every part. The foreman and sub-foremen are consulted and operations settled. Thus we start with a definite procedure from the raw material to the finished article and the instructors and apprentices can follow the manufacturing problem from start to finish. The apprentices in the training department make a complete round of the shop during from six to nine months and are then ready for injection into any other department requiring semi-skilled help. Thus the training shop forms a reservoir of useful units to feed the other production departments and provides the greatest possible utility of the apprentice division. The work done in the training department is performed at competitive cost with any other production department. The quality and precision of work is equal, the finish often superior to other departments employing *all* so-called journeymen. This pleasing state of affairs is effected with the ratio of three apprentices to one journeyman. The results obtained are not due to the efforts of one man but by team work between the foreman, instructors, and journeymen in the department. It is a cooperative effort under guidance.

Another feature of our training course concerns the potential draftsmen. It has al-

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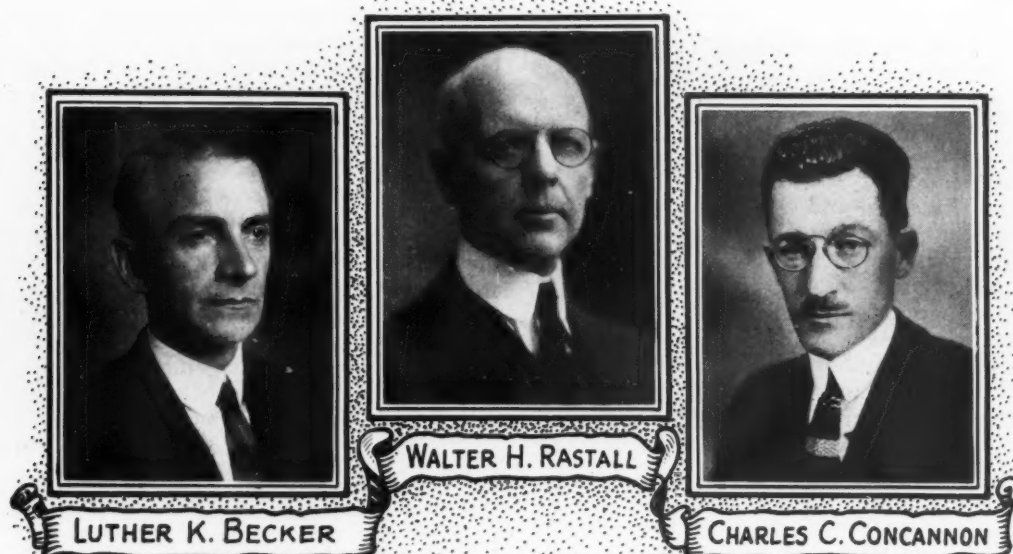
men from the mechanic section and out of their three and three-quarters years training each apprentice received eighteen months shop training given in periods of from four to six months alternatively between drafting room and shop, with a certain amount of time in the iron foundry and pattern shop.

Supposing that the selected apprentice does not do well as a draftsman, the experience in the office makes him a much better shop man. For one thing he has learned to read blueprints and to understand the dimensions on them. The draftsman with shop training appreciates the uses and limitations of machine tools in relation to the design. The foundry apprentices are trained in a section set apart but part of the foundry under a separate working foreman instructor. Here again is the utilitarian idea shown to advantage, for the apprentices very soon compare in speed and production with the ordinary moulder in the same class of work. The patternmaker apprentices are directly under the foreman's guidance as also are the machine shop blacksmiths.

The apprentices in all trades attend the class twice a week, and a class is held morning and afternoon. Apprentices are given a bonus every twelve weeks for a combined grade including shop work, studies, and class work. A maximum and minimum grade is established and the bonus is pro rata. If an apprentice falls below the minimum without good reason for more than two periods he is discharged. This means that he has six months in which to make good. I do not consider that my system is by any means perfect, but it is being improved and refined and the results are satisfactory. I feel that there has been something established in scientific training that meets our requirements very well and warrants our further endeavors.

The draftsman with shop training appreciates the uses and limitations of machine tools in relation to the design.

ways been my opinion and experience that the draftsman's workshop experience has been too scanty. A draftsman without experience in shop practice is the cause of much loss in material, time and temper when his productions reach the shop. With this in view I select potential drafts-



The men shown above were special representatives of the Bureau of Foreign and Domestic Commerce who conducted conferences at the annual meeting of the Association held October 8, at the Remington Arms Club, Bridgeport. Mr. Luther K. Becker conferred with hardware manufacturers, Walter H. Rastall with machinery and machine tool manufacturers, and Charles C. Concannon with chemical manufacturers.

The Second Annual Foreign Trade Conference

THE Second Connecticut Foreign Trade Conference, held in connection with the recent Annual Meeting of the Manufacturers Association of Connecticut, was generally conceded to be the most comprehensive effort ever made in the state to interpret the possibilities and problems of foreign trade in terms of a formula for increased export sales during the coming year. Connecticut manufacturers, realizing as never before, that present transportation problems have forestalled any marked increase in domestic business, emphasized a keen desire at this conference to learn the how of cultivating the foreign buyer.

The special Washington representatives of the Bureau of Foreign and Domestic Commerce were aided in their personal consultation work by two New York District Office representatives; D. S. Green, Transportation and Aeronautic expert, and W. Flake, Textile

Expert. Halleck A. Butts, commercial attaché at Tokyo, and Clarence C. Brooks, commercial attaché at Montevideo, addressed the business session of the meeting on conditions of trade existing at their respective posts, and later in the private group meetings, told manufacturers the best way of opening these markets. Major James F. Hodgson, right-hand man of Julius Klein and manager of the New York office of the Bureau of Foreign and Domestic Commerce, commented on European trade conditions, placing special emphasis on the Russian situation.

An outstanding development of the conference was the interest shown by manufacturers in the cultivating of South and Latin American markets.

The detailed remarks of Major Hodgson and Mr. Halleck A. Butts are herein set forth to round out the picture of present foreign trade conditions as they relate to Connecticut industry.

Major James F. Hodgson says:

Mr. Hubbard, Governor, Gentlemen: As you all will note on your programs, we plan to have group sessions following the Annual Meeting, and I hope that following the short talks which will be given by myself, Mr. Butts, our Commercial Attaché at Tokyo, and Mr. Brooks, our Commercial Attaché at Montevideo, Uruguay, both of whom have served in numerous posts abroad, you will have lots of questions not only for them but for our commodity experts who have come up from Washington and New York especially to place themselves at your service.



JAMES F. HODGSON

We propose, gentlemen, to sell you foreign trade. We want those of you who are already engaged in foreign trade to increase your exports; and we want those of you who have not started an export department to become interested in doing so. You should know that at the present time approximately 8% of the entire production of the United States is exported. That includes raw materials, cotton, lumber, leaf tobacco and the like — as well as fabricated goods. I should like to point out to you that if you are not exporting 8% of your production, then you are losing out in the march of progress. I should also like to point out to you that in exporting approximately 8% of your production, it means a difference between profit and loss on your ledger. Perhaps at the present time your business is flourishing, and no doubt it is; but you have noted in the papers in the last few days that many of our economists are pointing with a sad eye at the downward trend in many of the industries. I think that in itself should cause you to give serious thought to this question of exporting.

I heard Mr. Hubbard's remarks as to the question of the prosperity of the New England states, and could I add to them that in giving consideration to the domestic market, you are overlooking the foreign market? You people are strategically located. Consider yourself in competition with the Chicago man-

ufacturer, with the manufacturer located in St. Louis, or with the Philadelphia manufacturer. You are right at the gateway of the United States, with the port of New York slightly to the west of you and you can ship through Boston to the east of you. You shouldn't overlook the export market, located as you are in this strategic position.

I myself am going to touch particularly on Europe in these few minutes, that having been the section of the world where I have served abroad for the Department of Commerce. In Western Europe you find a highly industrialized section. We don't advise exporters to start a man out to sell goods in Germany or France, particularly you hardware manufacturers and Mr. Cheney with his silks. But we do believe that there is territory in Europe where you may safely send a man with the expectation of getting tangible results from his work. Here I refer to Finland, Poland, the Scandinavian Countries and the Balkan States. In those sections of Europe, you will find today a steady march of progress to a higher level of living, and there is a ready market for many products fabricated in the state of Connecticut.

There is one other country in Europe which I want to touch upon. Then we will pass to the next man on the program. That country is Russia. We have had many inquiries recently from Connecticut in regard to Russia. I just want to give you a few words as to how to do business in Russia if you are interested in doing so. The Foreign trade of Russia is controlled by a state organization, the "Nestorg," located in Moscow. All orders must be placed through this organization. The "Nestorg" has an office in the United States, the "Amtorg," which is located in New York at 261 Fifth Avenue. All orders for goods placed in the United States by Russia, whether private, semi-public, or public, must go through the "Amtorg." So far as doing business with Russia is concerned, when they first started to buy here, they were paying cash. Now, our American manufacturers have gotten so hungry for this business that Russia, realizing it, has taken advantage of the opportunity to ask for credit. It is my understanding that today the terms which they demand are one-third cash, delivery of goods say at New York, and the balance to be spread over a period of time running in some cases as high as five years. However, the average of the payments of that balance of two-thirds would probably run from about a year to eighteen months. I am not

advocating that you try to sell goods to Russia. I know a lot of you are interested in doing so. I am simply telling you how to go about it.

There is no record to date of any American firm having lost any money through the sale of merchandise to the "Amtorg." They have always gotten their money. However, you must not overlook the fact that in doing business with Russia, you are doing so without the protection of the United States Government. We can give you no official assistance at all in obtaining this business. We have a section in Washington in the Regional Information Division, known as the Russian Division, where you can obtain information such as the population, customs of the people, the market for your products, and so forth.

That, gentlemen, is about all that I am going to say right now. My time is a little bit short, and I do hope that all of you will take advantage of the opportunity afforded here to consult with Mr. Rastall, our industrial machinery specialist, with Mr. Becker, who is a hardware and iron and steel specialist, and with Mr. Concannon on chemicals, Mr. Green on transportation and aeronautics, Mr. Flake on textiles, and with Mr. Butts and Mr. Brooks on regional questions pertaining to the sections of the world from which they come.

In closing, I wish to congratulate you, your President, Mr. Wuichet and Mr. Eyanson on the great success of the Cooperative Office which we opened in Hartford about a year ago. It is outstanding amongst the Cooperative Offices of the Department of Commerce throughout the United States. I say that without fear of contradiction, and I feel that it is entirely due to the inspiration of your President.

Mr. Halleck A. Butts says:

History tells us that the United States of America opened Japan to world trade, and if this is so, and I believe it is, America has not failed to continue to encourage Japan in her trade expansion work and to share very largely therein.

It is generally stated, as regards foreign trade, that the Asiatic countries are



HALLECK A. BUTTS

of greatest importance to Japan. Though this may be true, the United States alone has, in a few of the recent years, practically equalled the trade of all Asiatic countries combined. In other words and to be more explicit, the United States purchases more from Japan than does any other country and likewise sells more to Japan than does any other country.

Our concern is whether or not the Japanese market is favorable to American products and what may be the immediate prospects for sales of our products in that country. The first impressions of an American visiting Japan lead to only one conclusion, namely, that Japan is exceedingly impressed with American manufactures, American materials in general, and perforce the methods applied by us in industry and construction fields.

Upon alighting from your steamer in Yokohama you will immediately utilize an American automobile, whether you wish to go only to the station in Yokohama, to travel by train to Tokyo or direct from the dock to the Imperial Hotel at Tokyo, a distance of twenty miles.

Should you decide to utilize the train, you will, upon alighting at Tokyo, secure your first view of the Premier Japanese City. This view will be one to which you are accustomed in any American city, for on all sides you will see only modern American-style buildings, covering from one quarter to one square block, and of a uniform height of eight stories. Furthermore, some of these buildings were built by an American construction company. In fact, the first of this type of building was the result of American engineering and construction methods.

You will find further evidence of American influence upon your arrival at the Imperial Hotel. You will observe the familiar name of the Western Electric Company on the telephone, and the word Mazda on the electric bulb. American sanitary equipment, in standard, and the panes of glass through which you look, though also manufactured in Japan, have American characteristics. We can hardly claim that American water developed the power which furnishes the light, but it is safe to say that American generators and dynamos are largely responsible for the current.

It is therefore, easy for the American manufacturer to be convinced that he needs to do no pioneering work in Japan, that American products and methods are well-known and understood and that he needs only have a product of quality and need in the Japanese market

to enable him to effect a large number of sales.

The first necessity of a people is that of foodstuffs with which to maintain life; the second, raiment to protect the body, and the third, housing conditions of some sort to give protection against the elements. America is a very important factor in each of these essential requirements.

It is well-known that the Japanese depend primarily upon rice for food, but she is unable with her limited amount of arable land to produce sufficient quantities to satisfy the domestic demand. It is no longer possible to increase her production since all the available land is now under cultivation. It has, therefore, been necessary for a number of years to import large quantities of rice, especially from Indo-China, Siam, Burma, the Philippines, and the United States. It is not generally known that the state of California is contributing ten per cent of the total imports of rice into Japan. The United States is also sending large quantities of wheat, flour, canned and dried fruits, and other foodstuffs to Japan.

Cotton goods form the basis of all clothing for the vast majority of Japan's eighty million people, and yet Japan raises no cotton except in an experimental way. America is furnishing one half of all of Japan's cotton requirements and our exports are valued at something in excess of \$250,000,000.

The third and last essential is housing, which, for residential purposes, is almost exclusively lumber. Business buildings are of steel construction. Here again America is a very important factor, as it is the principal source for construction lumber, our exports running well toward the \$100,000,000 mark annually, while our iron and steel likewise assume a very important position.

The fact that Japan looks to the United States for such large quantities of these essential materials for the well-being of the people, is sufficient proof and evidence of our importance in that market at this time, and for the further fact that we shall continue to maintain that position for many years to come.

There is another equally important tie which is binding the two countries commercially, namely, the investment of American capital. Some of our most representative companies in industry are operating either entirely as an American company or in partnership with Japanese interests in manufacturing pursuits in Japan. Among these companies are the General Electric, Western Electric, Westinghouse,

General Motors, Ford, Truscon Steel, Victor Talking Machine, the Columbia Talking Machine, which many of us look upon as an American company as well as an English company, the Corn Products company, a motorcycle company, a manufacturer of miscellaneous chemicals, and others. We must also not overlook a large number of individual Americans, who by reason of their ownership of Japanese securities are interested in the electrical development of Japan; while the Missions also own property worth several millions of dollars.

It is said that Japan must become a highly industrialized nation if it is to maintain and increase its prestige in world affairs. This view seems to be sound; and if the progress made by Japan during the past ten or fifteen years is maintained, Japan may be assured of an important place in the world's commerce.

The principal industry of Japan has always been and probably will be, for many years, that of textiles. Silk and cotton yarns and piece goods account for approximately 67 per cent of her export trade, whereas her second most important export, namely tea, accounts for only 1½%. It seems, therefore, that the future of Japan is very closely associated with the maintenance of present markets and the development of new markets for the products of her textile industry. This constitutes no small problem, since as regards the cotton industry, Japan is wholly dependent upon foreign sources for raw materials. Furthermore, her most important markets for the manufactured goods are countries from which she receives the raw materials. It is not impossible that these countries may some day be self-sufficient in the manufacture of cotton yarns and piece goods.

Circumstances are more favorable as regards her silk, of which America purchases not less than \$300,000,000 worth annually. Approximately 85% of the raw silk entering into the American silk industry is Japanese silk and there is little probability that our source for this raw material will be materially changed in the immediate years to come. Therefore, we must presume that this industry will always be one which will give a reasonable profit to Japan. On the other hand, the rapid development of the rayon industry not only in America but throughout the world generally, will prevent phenomenal rises in the values of silk or any undue or large profits from that industry such as were reaped during and immediately after the war years.

The iron and steel industry, which has made

such phenomenal progress, is of the greatest importance to Japan, and although it is not clear that Japan will be able to compete in foreign markets, nevertheless she will be able to very largely supply domestic demands. We have seen her rapid development in ship building, and this year steamers from one ship-yard will be placed on Pacific runs which we are informed are to be the equal and superior, in some respects, to any other ships now operating on that ocean. Again it is unfortunate that Japan must secure much of her iron ore, a basic material, from other countries.

Exports of manufactured goods from Japan have increased from 29% to 42% and her imports of similar goods have decreased from 18% to 13%. The same tendency is shown in raw materials, imports having increased from 49% to 55%. We must not forget that Japan has a very large domestic market, which will amply justify a very substantial industrial development regardless of foreign markets. Nevertheless, it is the foreign markets which must be maintained and developed if we are to continue to have Japan as one of our important markets. It behooves us to be sympathetic with Japan in her efforts to progress, for it is in her progress that we will continue to prosper in that market.

One of the principal questions asked deals with the financial situation in Japan and the integrity of the individual merchant. You are all familiar with the Moratorium two years ago, which was brought about largely by the failure of an internationally known trading company. This was a very serious blow to Japan, but due to quick action of the Government in issuing 700,000,000 Yen in bonds, a number of the banks which were then in a very weak position, were permitted to continue in business. There was an easing of the situation which existed in a number of the important industrial and trading companies. It is probable that a major portion of this bond issue must eventually be met by the public tax-payers, but it has resulted in improved conditions which we hope may continue.

You are all familiar with the exchange movement, which reflects in a way the general opinion existing not only domestically but internationally. The present Cabinet is making very serious efforts to improve the nation's finances by curtailing wherever possible national expenditures. This is apparently a move in the right direction, since it is not likely that such curtailment will in any way affect industry, at

least in the immediate future.

Factories are well equipped and, as evidenced by curtailment programs which have been effective for a number of years, increased demands can be met without additional capital investment in the immediate future.

The government has recently inaugurated new banking laws and it is hoped that it will no longer be possible for bankers to loan the entire capital stock of their bank to an individual industrial company. Examination by competent banking examiners will certainly result in an improvement over conditions which have existed. Credit to undesirable parties is being limited and if the American exporter will continue to sell to Japan on the basis of an irrevocable letter of credit or cash against documents, he will find that his Japanese business will be very satisfactory both as to volume and price.

Next Month—Connecticut Industry will print the interesting remarks of Mr. Clarence C. Brooks on South American trade possibilities as presented at the Annual Meeting of the Association on October 8th.

STATEMENT OF THE OWNERSHIP, MANAGEMENT, CIRCULATION, ETC., REQUIRED BY THE ACT OF CONGRESS OF AUGUST 24, 1912, OF CONNECTICUT INDUSTRY, published monthly at Hartford, Conn., Oct. 1, 1929.

STATE OF CONNECTICUT
COUNTY OF HARTFORD

ss.
Before me, a Notary Public in and for the State and county aforesaid, personally appeared C. L. Eyanson, who, having been duly sworn according to law, deposes and says that he is the Managing Editor of the CONNECTICUT INDUSTRY and that the following is, to the best of his knowledge and belief, a true statement of the ownership, management, etc., of the aforesaid publication for the date shown in the above caption, required by the Act of August 24, 1912, embodied in section 411, Postal Laws and Regulations, printed on the reverse of this form to wit:

1. That the names and addresses of the publisher, editor, managing editor, and business managers are:

Publisher MANUFACTURERS ASSO. OF CONN.
Managing Editor C. L. EYANSON,
1605 Boulevard, W. Hfd.

2. That the owner is the Manufacturers Association of Connecticut, officers of which are as follows:

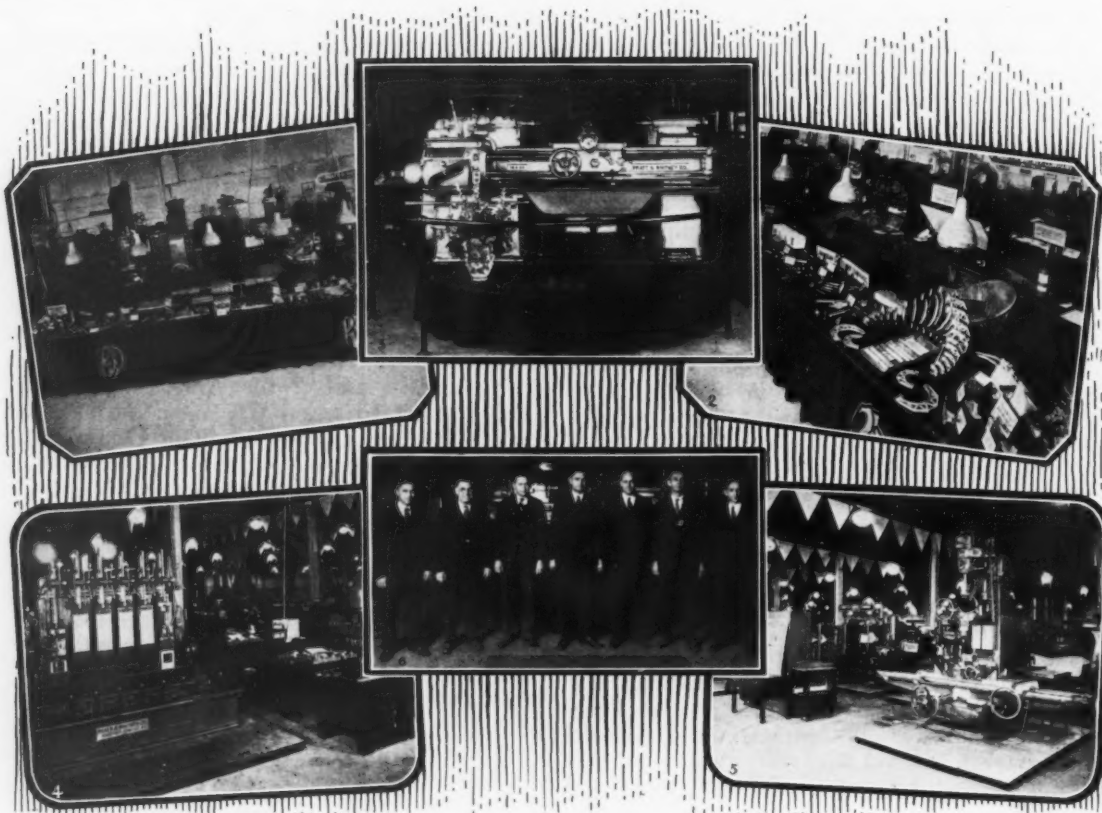
E. KENT HUBBARD, President, "Arawana", Middletown, Conn.
JOHN H. GOSS, Vice-Pres., 70 Hillside Ave., Waterbury, Conn.
ROBERT C. BUELL, Sec-Treas., 49 Pearl St., Hartford, Conn.

3. That the known bondholders, mortgagees, and other security holders owning or holding 1 per cent or more of total amount of bonds, mortgages, or other securities are: None.

4. That the two paragraphs next above, giving the names of the owners, stockholders, and security holders, if any, contain not only the list of stockholders and security holders as they appear upon the books of the company but also, in cases where the stockholder or security holder appears upon the books of the company as trustee or in any other fiduciary relation, the name of the person or corporation for whom such trustee is acting, is given; also that the said two paragraphs contain statements embracing affiant's full knowledge and belief as to the circumstances and conditions under which stockholders and security holders who do not appear upon the books of the company as trustees, hold stock and securities in a capacity other than that of a bona fide owner; and this affiant has no reason to believe that any other person, association, or corporation has any interest direct or indirect in the said stock, bonds, or other securities than as so stated by him.

C. L. EYANSON,
Asst. to the President.

Sworn to and subscribed before me this 20th day of September, 1929.
ADDIE M. MYERS, Notary Public.
My commission expires Jan. 18, 1933.



(1) Pratt & Whitney small tool display showing complete line of cutting tools, (2) P. & W. gage display including latest American gage design standards and a complete exhibit demonstrating millionths of an inch as exemplified by P. & W. Hoke Precision Gage Blocks, (3) P. & W. model B lathe on a turntable, (4) P. & W. production machine tools showing six spindle verticle deep-hole driller and the new verticle P. & W. automatic, (5) P. & W. 3A Jig Borer shown for the first time, in Cleveland, (6) Seven P. & W. expert demonstration and service men, left to right, J. C. Heckler, E. J. Sullivan, H. M. Witt, Fred Best, Victor Wadlund, A. C. Evans, and H. W. Wheeler.

Connecticut Shows Products at Machine Tool Show

THE National Machine Tool Builders Exposition opened on September 30, at 10 A. M., in the West Annex of the Public Auditorium at Cleveland, Ohio. Although but the second attempt of the National Machine Tool Builders' Association to acquaint buyers, users, specifiers and investigators with the latest developments in the machine tool and accessory field, it far surpassed the first exposition of

1927. The booth area was 40% larger and there were 30% more exhibitors than in 1927. Decorative displays of various colored V shaped beaver boards hanging overhead, contrasted with the many shades of canvas wall coverings, and the gray of the machines, produced a glowing effect, which easily outclassed former artistic arrangements. A number of unusual multi-colored and floodlight effects,

other than the standard overhead lights, were used by some of the exhibitors to bring out certain features of their display.

Registration of visitors was handled by a corps of girls located at the Arcade entrance to the West Annex. Visitors were required to show credentials which would indicate a reasonably direct interest in machine tools or accessories, before given their admittance badges. This method gave interested persons an opportunity to examine, without distraction from outsiders, a most comprehensive display of the latest and most highly productive tools and accessories.

The cost of the show was estimated at \$11,000 an hour, with an attendance of more than 30,000.

Further description of this magnificent showing of master tools and accessories of industry is best summed up with the words of a prominent Connecticut engineer who was present during the show. "It is hard to conceive," he said, "of an operation in machine shop or experimental practice which would have been impossible to complete with such an exhaustive array of modern machine tools and accessories available."

Visitors were busy from the opening of the doors at 9:30 until 6 P. M. closing time each day, making comparisons of the products of competing builders and of the efficiency of rival processes. This opportunity to make a thorough comparative examination in one place while the impressions were still fresh and active has undoubtedly been the means of saving many thousands in travelling expenses and mistaken judgments to purchasing companies, who ordinarily would have sent their representatives to several different plants or cities before deciding upon equipment. It has been said that it is this "sporty," open and fair-minded competition where one manufacturer displays his products beside his competitors, which illustrates the finest temper of American business life today.

Machine Tool Congress sessions, held under the direction of the Machine Shop Practice Division of the American Society of Mechanical Engineers and the Production Committee of the Society of Automotive Engineers, Inc., were held at 8 P. M. each evening at the Hotel Cleveland. The Congress, organized to provide a neutral forum for engineers, users and distributors to discuss freely, questions of mutual interest, covering the design and utilization of machine tools, also provided a com-

petent speaker who first gave his views on some pertinent engineering subject, after which the meeting was opened to discussion. The subjects discussed were: "What Information does the Machine Tool Buyer Need from the Machine Tool Salesman?" "The Present Status of Cemented Tungsten Carbide Tools and Dies," "Economic Production Quantities," and in a Production Forum at the final session (a symposium on "The Application of Standard Machine Tools to Automobile Manufacture;" "Results in Production Due to New Features in Machine Tool Construction;" "Synchronizing Automobile Parts at the Assembling End;" "The Basis of Replacing Machine Equipment;" with general discussion under each topic.)

Connecticut's twenty-three exhibitors lent ample support to the tradition that the Nutmeg State is the home of the small tool industry, for with only 2% of the population in the United States, Connecticut exhibitors represented more than 10% of the machine tool manufacturers showing their products. A word and picture story of Connecticut's contribution to the world's largest and finest machine tool exhibition follows:

Pratt & Whitney Company

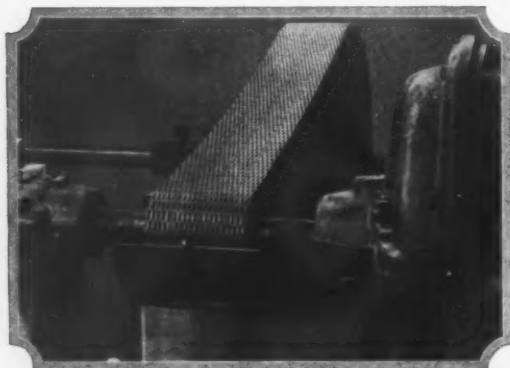
Hartford, Connecticut

The P. & W. Co. occupied 3000 sq. ft. of floor space, which it is understood is 1200 sq. ft. more than that occupied by the next largest exhibitor at the show. The display gave an exhaustive demonstration of all machine tools and gages now being manufactured. The entire display was planned and executed by E. C. Shultz, advertising manager. Representatives in charge were C. R. Burt, W. P. Kirk, Charles M. Pon, A. H. d'Arcambal, David Ayr, Frank Hoagland, E. C. Shultz, William Law, Harold Welch, M. S. Bradley, William Hunter, P. C. McBeth, H. William Kopf, R. W. Henke, J. D. Allan, Frank Schreiner, D. S. Woods, B. A. Donahue, L. A. Quinn and D. D. Brumbaugh.

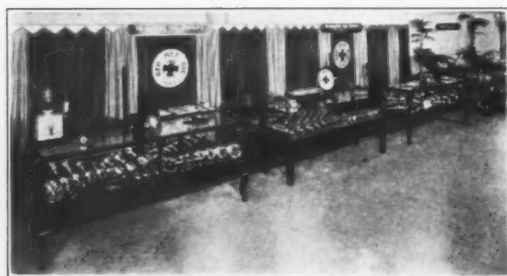
The Eastern Machine Screw Corporation

New Haven, Connecticut

Display — "H & G" self-opening die heads; high speed hob chasers; "H & G" threading machine, chaser grinder and feed pushers. In charge: C. W. Bettcher, Secretary and Sales Manager; F. J. O'Rourke; Otto Hoelzel; G. E. Mager; Bruno DePolo; A. E. Chadwick; H. F. Wieler.



The above view shows chains and sprockets for power transmission used in the Whitney Mfg. Co. display at the Cleveland Show.



Enclosed glass case display showing the products of the Geometric Tool Co. as arranged at the Machine Tool Show.



View of the Taylor & Fenn Co. products as displayed at the Machine Tool Show.

The Whitney Manufacturing Company Hartford, Connecticut

Display — Chains and sprockets for power transmission. In charge: R. A. Glass, R. A. Follensby and S. C. Smith, Sales Engineers.

The Hanson-Whitney Machine Company Hartford, Connecticut

Display — Universal semi-automatic thread milling machine; Universal vertical tool and die shaping machine; rapid Precision centering machine; taps, gages, hobs and screws, finished after hardening by the Hanson Process. In charge: J. W. Johnson, C. A. Lauridsen, H. C. Chellman, E. A. Hanson, President; L. B. Reed, General Manager; George McPherson, A. G. Brice, H. B. Morrison, E. H. Huntington.

The Geometric Tool Company New Haven, Connecticut

Display — Self opening die heads; style D for hand machines; KH for hand machines; DS for Brown & Sharpe automatics; KD rotary heads for live spindles; special purpose tools; collapsing taps; receding chaser taps; solid adjustable die heads; solid adjustable taps; threading machines; chaser grinder; chaser grinding fixture. In charge: James W. Sneyd, Vice President; G. A. Denison, Sales Manager; P. A. Pritchard, Sales Engineer; L. G. Spealman, Production Engineer.

The O. K. Tool Company, Inc. Shelton, Connecticut

Display — There were 161 machine tool builders in the exhibit, 101 of which were users of the O. K. Tool products of this city. The local factory had on display a Cincinnati-Hydro-Miller machine featuring O. K. cutters. In charge: R. R. Weddell, Chief Engineer; F. S. Schroeder, Service Rep.; J. W. Costello, L. F. King.

The Taylor & Fenn Company Hartford, Connecticut

Display — Two spindle horizontal spline milling machine; high speed vertical milling machine; two spindle drilling machine with built-in motors on the head; four spindle drilling machine; No. 0 spring press; No. 00 spring press; No. 12 motor driven spring press. In charge: George S. DeLany, Nels Carlson.

The Noble & Westbrook Mfg. Co.
East Hartford, Connecticut

Display — Power and hand operated marking machine for general purpose; rapid production single purpose marking machines; steel marking dies; steel stamps; automatic numbering heads for marking on metal. In charge: R. H. Noble, Works Manager; H. B. Noble, Superintendent; F. Berthold Helander, Sales Engineer; George Westbrook, President.

Producto Machine Company
Bridgeport, Connecticut

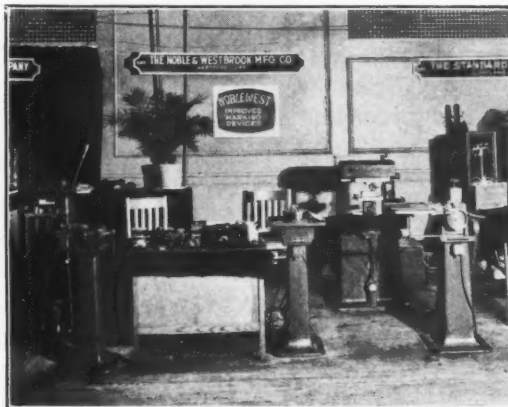
Display — No. 50 "Producto-Matic" milling machine equipped with a four-station flat turret type of work holding fixture; No. 12 automatic single-spindle cam milling machine. In charge: N. M. Marsilius, President; E. A. Harper and A. J. Cummings, Vice-Presidents; M. E. Gombar, Engineer.

The New Departure Manufacturing Company
Bristol, Connecticut

The products shown in this exhibit were: N. D. bearing equipped spindle for verticle multiple spindle automatic; ball bearing equipped spindle and cylinder for large six spindle automatic; ball bearing equipped small high speed internal grinder spindle; bearing equipped tailstock live centers of various sizes; various types of ball bearings used in machine tools. In charge: F. G. Hughes, Vice President; T. C. D. Crow, Chief Engineer; J. H. Beninger, Assistant Chief Engineer; F. W. Marschner, Detroit Sales Manager; G. W. Fowler, Chicago Sales Manager; L. H. Gaylord, Sales Engineer.

The Henry & Wright Mfg. Co.
Hartford, Connecticut

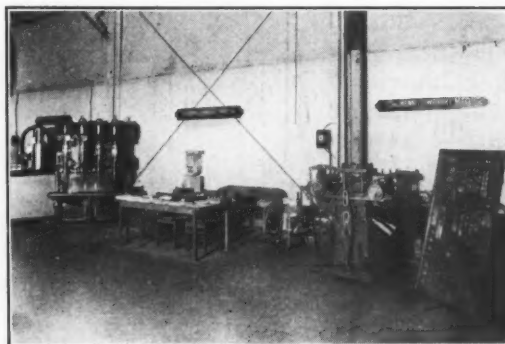
Display — Henry & Wright dieing machines (high speed automatic punch presses); multiple station Progressive dies; high speed multiple-spindle sensitive drilling machines. In charge: I. F. Funk, General Manager; C. F. Sherman, Chief Engineer; J. J. Dale, Western Sales Manager; R. B. Weeks, Cleveland District Sales Manager; C. H. Hamilton, Detroit Representative; F. H. Spiegel, Western New York Rep.; W. J. Henry, Eastern Sales Manager.



Noble & Westbrook booth



New Departure Mfg. Co. booth



Henry & Wright Mfg. Co. booth,

Fafnir Bearing Company

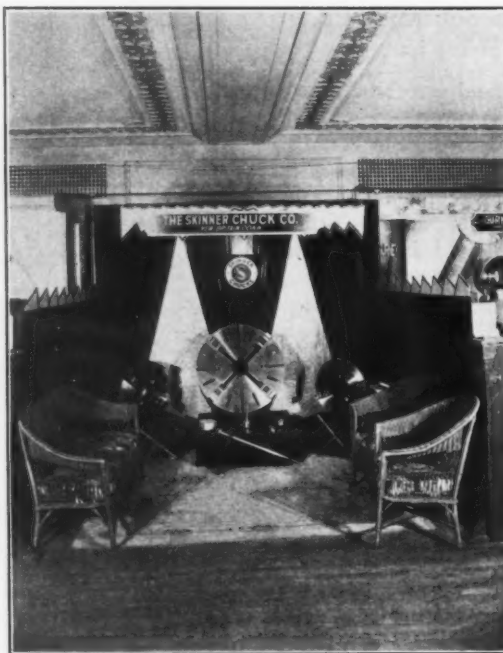
New Britain,
Connecticut

Display — Full line of ball bearings. In charge: E. R. Carter, H. R. Reynolds, E. B. Hand, W. L. Rager.

The Skinner Chuck Company

New Britain,
Connecticut

The products displayed were chucks of various sizes and weights; face plate jaws; drill press vises; milling machine vises; drill chuck and air chucks. Those in charge were: A. E. Thornton, Assistant Treasurer, and D. M. Stevenson.



The Skinner Chuck Co. booth at the Cleveland Machine Tool Show.

Higley Machine Company

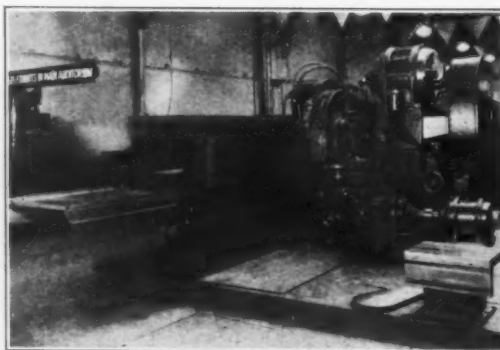
South Norwalk, Connecticut

Display — Higley 8" capacity "Coldcut" sawing machine equipped with screw feed table for feeding heavy bars up to cutting position and swivel type front table with gauge stop to handle pieces being cut off and to gauge length of pieces. In charge: L. M. White, General Manager; I. S. Smith, Sales Manager; M. H. Waite, Service Manager.

Bridgeport Safety Emery Wheel Co., Inc.

Bridgeport,
Connecticut

Display — 86" Type No. 94 heavy duty face grinder, 42" sectional grinding wheel, hydraulic table drive; 20" steel chuck and sectional grinding wheel. In charge: H. H. Peck, Secretary; I. L. Burritt, Sales Manager; F. C. Penny, Chief En-



View of the Bridgeport Safety Emery Wheel Co. exhibit at the Cleveland Show.

gineer; H. E. Smith, Sales Engineer.

The Torrington Company

Torrington,
Connecticut

Display — Three sizes of Dayton-Torrington swaging machines; Torrington ball bearings. In charge: F. T. Case, G. H. Schneider, M. W. Maine.

The Cushman Chuck Company

Hartford, Connecticut

Display — Collect chucks; dust-proof chucks; new pattern lathe chucks; boring mill jaws. In charge: Harry E. Sloan, President; Harry W. Hultgren, Sales Dept.;

James Jordan, Superintendent; George Highberg, Assistant Superintendent.

Union Manufacturing Company

New Britain, Connecticut

Display — Lathe chucks; boring mill chucks; planer chucks; drill chucks; face plate jaws; boring mill jaws; chain hoists. In charge: C. S. Neumann, President; F. J. Wachter, Vice President and Sales Manager; A. E. Church, Mechanical Engineer; E. I. Stevens, Sales Department.

The Hendey Machine Company

Torrington,
Connecticut

Display — 12" x 5' high speed ball bearing lathe; 12" x 5' geared head lathe, taper attachment, oil pan, No. 3 drawing-in attachment; 18" x 10' geared head lathe, ball bearing

spindle, taper attachment, sub headstock; 16" heavy duty crank shaper; 32" heavy duty crank shaper; No. 12 hydraulic broaching machine. In charge: S. H. Childs, Vice President and General Manager; W. A. Reynolds, Assistant to Vice President; A. H. Hall, Sales Manager; P. H. Buxton, Superintendent; C. Bouillon and George Knight, Engineers; H. Blakeslee and R. J. Peterick, Assistant Superintendents.

The Bullard Company Bridgeport, Connecticut

Display — 8" Mult-Au-Matic center lathe; 6" four-spindle Mult-Au-Matic chucking lathe with hopper feed; 20" Auto-Matic vertical turret lathe; 36" "Spiral Drive" type vertical turret lathe. In charge: E. P. Bullard, President; John W. Bray, Sales Manager; E. P. Blanchard, Assistant Sales Manager; John R. Tillman, Executive Sales Engineer; Charles H. Keller, F. S. Lincoln, Frank E. Hatch, Jr., James M. Welch, George F. Kolb, F. A. Thompson, Robert Newman, William A. Conner, Sales Representatives.

Yale & Towne Mfg. Co. Stamford, Connecticut

Display — Yale chain blocks, trolleys, cranes, electric hoists, motor driven trolleys,



View showing the same type of machines as exhibited by The Bullard Co. at the Cleveland Machine Tool Show.

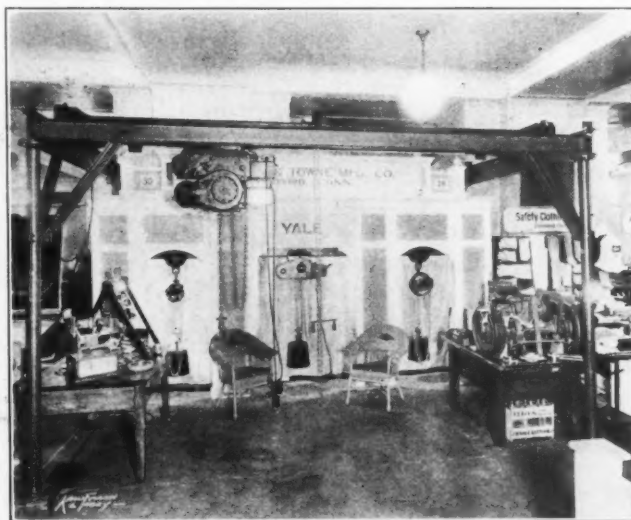
electrical industrial trucks, hardware, locks. In charge: J. G. Morgan, E. H. Fairchild, H. S. Pierson, R. H. Irwin, F. A. Dewey, M. G. Peck, R. L. Higgins, C. O. Hedner.

Goss & De Leeuw Machine Company New Britain, Connecticut

Display — 6" and 11" G & DL tool revolving multiple spindle automatic chucking machine; No. 6 work revolving multiple spindle automatic chucking machine. In charge: Stanley T. Goss, President; Val. C. Hart and J. J. Spring, Sales Engineers; H. J. Hauck, Engineer.

New Britain-Gridley Machine Co. New Britain, Connecticut

Display — No. 23-A New Britain four-spindle air operated tool rotating automatic chucking machine; No. 454 four-spindle "New-Matic" work rotating automatic chucking machine; No. 506 six-spindle 1 3/4" automatic screw machine. In charge: H. H. Pease, President; Edward L. Steinle, Vice President and Sales Manager; George O. Gridley, E. H. Wheeler and D. H. Montgomery, Vice Presidents; R. S. Brown, Secretary; Frank Rau, T. C. Stirling, G. K. Atkinson, L. E. Jolls and James W. Barr.



The Yale & Towne display at Chicago Foundrymen's Convention. Arrangement is almost identical with the Cleveland Exhibit



E. KENT HUBBARD,
President

The Annual Meeting at Bridgeport

A review of the past and the consideration of plans for the future well being of Connecticut Industry.

FOR the fourth successive time, the Annual Meeting of the Association was held in an industrial atmosphere, at the Remington Arms Club and the General Electric Plant, Bridgeport on October 8. Again simplicity reigned in every detail of the arrangements from the printed programs through the business session and group conferences to the final activity—the showing of the official film of President

Hoover's good-will trip to Latin America.

Through the courtesy of the General Electric officials, members were permitted to visit the various departments of their extensive Bridgeport plant from 9:30 a. m. to 12 noon. This tour, conducted by guides thoroughly versed in the production technique of the plant, was both educational and a source of pleasure to those who availed themselves of the opportu-



John H. Goss
Vice President



Robert C. Buell
Treasurer & Secretary



The Remington Arms Company Clubhouse, Bridgeport, where the Association's Annual Meeting of 1929 was held

ity to learn of intricate processes required to produce high quality electric fans and motors. Other members and guests arriving too late for the plant visitation amused themselves at the rifle range, bowling alleys and billiard tables or in quiet chats with old friends.

Immediately after the buffet luncheon, served by one of New Haven's leading caterers, members gathered in the large assembly hall for one of the shortest and yet most satisfactory business sessions ever staged in an annual meeting. After recognizing the hospitality of Colonel L. J. Hermann of the Remington Arms, Mr. W. S. Clark and Mr. Dicke of the General Electric Company, and the support of Messrs. Williams and Hill of the Bridgeport Manufacturers



*GOVERNOR JOHN H. TRUMBULL,
who welcomed the manufacturers*

Association for their assistance in the program, President Hubbard gave a direct and forceful account of his stewardship for 1929, which was indicative of one of the most active and successful years ever experienced by the association. President Hubbard then called upon Governor John H. Trumbull, who recognized the assemblage not as a Governor of Connecticut, but as a fellow manufacturer. He briefly set forth his views on the industrial progress of the state since the return of the railroads to private ownership, and stressed the necessity of a continuance of this progress to insure the future well-being of New England industry.

After the Treasurer's report by Mr. Robert C. Buell, the Chairman of the nominating committee, Mr.

Clayton R. Burt, Vice President of the Pratt & Whitney Company, suggested the following nominations for the coming years: President, E. Kent Hubbard; Vice President, John H. Goss; Secretary-Treasurer, Robert C. Buell; Directors—Windham County; Thomas J. Seaton; Directors at large, J. P. T. Armstrong,

E. W. Christ, C. D. Morris. All nominations were confirmed by a motion that the Secretary cast one vote for the election of officers as recommended. The Budget Committee report was next adopted, and by a request of President Hubbard and a vote of the meeting, the Committee was asked to continue throughout the year. Resolutions of appreciation to the officials and staff of the General Electric and Remington Arms were read by Mr. F. H. Griffith, after which Mr. John H. Goss, Vice President of the Association brought out the importance of being on the alert in all transportation matters, particularly those pertaining to railroad consolidations, and the proposed raising of rates through the adoption of a mileage basis by the I. C. C.

James F. Hodgson, District Manager of the New York Office of the Bureau of Foreign and Domestic Commerce, Halleck A. Butts, Commercial Attaché of Tokyo, and Clarence Brooks, Commercial Attaché at Montevideo, Uruguay, painted encouraging word pictures of the possibilities of further developing foreign trade in Europe, Japan and South America.

Directors elected to serve for the next four years



C. D. MORRIS,
Director-at-large



E. W. CHRIST,
Director-at-large



THOMAS J. SEATON,
Director for Windham County



J. P. T. ARMSTRONG,
Director-at-large

At the close of the business session at 3:00 p. m., group conferences were held on Foreign Trade, Transportation, Cost Accounting and Taxation. Individual consultations of manufacturers with Washington and New York representatives of the United States Department of Commerce featured the Foreign

Trade meeting. The Cost Meeting, presided over by Mr. W. Coburn, President of the Bridgeport Chapter of the N. A. C. A. was addressed by John V. Montague of the Scovill Mfg. Co., on Cost Accounting Surveys. "The Taxation of Tangible Personal Property" by William H. Blodgett, State Tax Commissioner held the interest of those visiting the taxation conference. Guy P. Miller, Chairman of the Committee on Finance and Taxation presided. A round table discussion of the Iron and Steel Rates was the main point of the Transportation Conference, attended by many of the leading traffic men of the state.

All group conferences came to a close in time for the showing of the official film of President Hoover's good-will trip to Latin America. This film gave a vivid presentation of the complete itinerary of his trip, including scenes aboard ship, and meetings with officials at all ports of call.

The meeting adjourned at 5:15, immediately after the showing of the film. The attendance, while not the largest on record, represented a typical cross-section of Connecticut's diversified industrial life.



THE HARTFORD-EMPIRE CO. PLANT, 333 HOMESTEAD AVE., HARTFORD, CONN.

Less than 20 years ago Messrs. Lorenz and Honiss, Hartford engineers, were commissioned by the Beechnut Packing Company to produce a high speed press for the manufacture of glass jars for their "Beechnut" products. On the successful completion of this machine, the hand feeding methods then employed were found inadequate, leading to the invention of a revolutionary system of automatic glass feeding by Karl E. Peiler, another Hartford engineer connected with the earlier development and now chief engineer of the Hartford-Empire Co. This proved to be the nucleus of a business which has become the largest of its kind in the world. Its licensed machinery, including feeding, forming, annealing, and ware handling equipment provides full automatic production of glass bottles, jars, tumblers, and other hollow ware. Although little known locally because of the nature of its business, The Hartford-Empire Co. has established "Hartford" glass working equipment in a position of undisputed leadership in the glass industry throughout the world.

INDUSTRIAL BRIEFS

Connecticut Ranks High in Prosperity

Connecticut now ranks as one of the two most prosperous states in the country with a value of bank debits 98% above the average in comparison with 49% a year ago. Hartford has consistently maintained its leadership for the past several months as the most prosperous city in the United States, showing bank debits in a recent month of more than 150% above the national average.

Bridgeport Leads State in Manufactures

According to data recently released by the Department of Commerce in connection with the 1927 manufacturers census, Bridgeport ranks first among Connecticut's cities of over 10,000 population in value of output of manufactured products, turning out a production value of \$158,697,115. New Haven came second with an output of manufactured goods valued at \$124,033,830; Waterbury third with products worth

\$122,208,284, and Hartford fourth with \$111,098,194.

Other cities following in order of their production are: New Britain, Bristol, Ansonia, Stamford, Meriden, Danbury, Norwalk, Torrington, Norwich, Middletown, Naugatuck, New London, Willimantic, and Derby. Cities of less than 10,000 population were not shown in the Department of Commerce report.

Hockanum Mills Now on Five Day Week

The Hockanum Mills Company started a five day week schedule on Monday, September 30th. The mills now begin work at 7 a. m., continuing until 5:30 p. m., with an hour for lunch except on Fridays when the factory closes at 6 p. m. This arrangement affords a 48-hour week and a two-day holiday, which according to reports has been pleasing to the 1,000 workers employed there.

Chain Company Wins Patent Suit

Damages amounting to more than \$200,000 were awarded the American Chain Company of Danbury by the U. S. Court of the Southern District of New York. This decree ended six years litigation with the Stewart-Warner Company in support of a patent on spring steel automobile bumpers.

Condé Nast Opens Improved Highway

The swing of an axe and a half dozen electrical connections made at high noon October 10, marked the end of a seven-year program of highway beautification on that section of the Boston Post Road extending for a half mile

in front of the Condé Nast press factory and grounds. Since the acquisition of the present property seven years ago, Mr. Nast has been gradually landscaping and beautifying the groups, as a demonstration of how an industrial plant may have beautiful surroundings, and at the same time co-operate in the same way as great estates with the Garden Club and other leaders of the movement to preserve and restore the beauty of American highways. Mr. Nast feels that the \$600,000 expended in the landscape program has been well worth while from a hard-headed business standpoint.

A few brief talks together with the reading of telegrams and letters from many prominent landscaping enthusiasts were features of the ceremonies.

Wilson H. Lee Opens New Plant

Eighty-five executives and sales force members of the New York, Pennsylvania and Connecticut divisions of the National Bank Service Corporation met in Orange recently to participate in the official "house-warming" of the newly completed Wilson H. Lee division of the corporation. A buffet luncheon was served at Pilgrim Lodge owned by the Lee Company, previous to the inspection of the new plant, which is already in operation, running on a daily schedule of three 8-hour shifts.

Mammoth flat bed presses, and multi-color presses laid out progressively on one main floor covering 50,000 square feet, were shown and explained to executives and members of other divisions of the corporation.

An Editorial from *The Hartford Times* of October 28th

to performance; his education is an important factor for safety.

NATURAL CONTRIBUTION.

The lobby investigating committee filed its report on the Bingham-Eyanon affair Saturday, without feature of new consequence unless in its raising of question whether the New York, New Haven and Hartford Railroad company was within the proprieties in having contributed a few thousand dollars to the general funds of the Manufacturers' association. However this may be looked upon at Washington or elsewhere in Connecticut, this will not be regarded as meriting any public rebuke; quite the contrary. Whether or not the company had a strict legal right to use its money in this way, the purpose of generally assisting the splendid work of the Manufacturers' association in battling for the industrial welfare of this state, and New England, is commendable, not injurious. It expresses a logical co-operation between the railroad and its vital traffic patronage. The association has done far more than to concern itself with tariff legislation. Its activities in scores of directions have served the economies of Connecticut's government, exercised a beneficial influence upon its laws, established a friendly condition between employers and their workmen, reformed iniquitous trade practices, obtained fairer rates for commodities coming into and going out of the state on external railroad routings and been an effective, indispensable adjunct of our prosperity. Its usefulness will continue under the leadership of its capable president, E. Kent Hubbard, and we feel an entire confidence that nothing whatever of a scandalous nature can be discovered to impugn the good faith and value of the contributions to its service in the circumstance which the investigating committee has called to the attention of the senate.

NAVY DAY.

The plant is said to be one of the finest of its kind in the country, with walls and roof largely of glass to permit of the best light. In addition to the excellent mechanical equipment, display rooms will be maintained, showing the best work being done in commercial illustrating, photography, and design, as especially adapted in printing and advertising services.

Later in the afternoon executives enjoyed a round of golf at Fairlea, and in the evening were the guests of the company at a sheep-bake and band concert.

David C. Wheeler Dies

David C. Wheeler, president of the Acme Shear Company of Bridgeport, died suddenly at his home Sunday night, September 29th. Mr. Wheeler was 74 years of age. He was a director of the Atlas Shear Company and the E. W. Carpenter Manufacturing Company, in addition to being president of the Acme Shear Company, with which he had been long associated in an official capacity. He was a high Mason, and a Knight Templar. Mr. Wheeler is survived by his widow, Mrs. Margaret B. Wheeler, one son, Dwight C. Wheeler, two daughters, Mrs. Chas. A. Edwards and Mrs. Samuel F. Holmes, and six grandchildren. It is understood that his will provides for the distribution of stipulated sums to his employees after the death of his widow.

Rogers Named to State Council

Willard B. Rogers, General Manager of the Fuller Battery Company and of the Rogers Land Company, and advertising director of the Bond Hotels, has been elected to membership of the Connecticut division of the New England Council, to succeed the late Almon C. Judd of Waterbury. Mr. Rogers is eminently fitted for his new duties as a member of the Council's Recreation Committee.

New Construction in the State

Corporation of Bridgeport, which will be known as the Engineering Building. This building will be 235 x 175 feet, of brick and steel, with part one story and part two story construction. All designing and building of first models will be carried on in this building before new models are put into production, thereby divorcing all development work from production operations.

Work has been started on the first addition to the Sikorsky Corporation of Bridgeport, which will be known as the Engineering Building. This building will be 235 x 175 feet, of brick and steel, with part one story and part two story construction. All designing and building of first models will be carried on in this building before new models are put into production, thereby divorcing all development work from production operations. The new unit will contain separate rooms for the drafting, modelling, wind tunnel, testing and laboratory.

Construction work has been started on a steel and brick addition to the E. W. Carpenter Manufacturing Company plant at Bridgeport. This new plant will be 60 x 150 ft. with provisions for additional floors as requirements may demand in the future.

The Heppenstall Forge Company of Bridgeport is now having a new 200 foot dock constructed with a 360,000 gallon fuel oil storage tank, so that its large oil requirements can be supplied by tide-water deliveries.

Contracts have been let by the Norma-Hoffman Development Company of Stamford, Connecticut, for the construction of a brick and steel addition 75 x 150 ft. to be used for offices and additional manufacturing space.

C. B. Whittlesey assumes new duties as Executive Vice President of Hartford Chamber of Commerce on November 4th.

Coal freight rate hearing to be held in Washington in November. Arguments will be presented for the state by Attorney John J. Hickey of Washington, D. C.

Senator R. C. Wilcox has been appointed Secretary of the International Silver Co.

Massachusetts files new motion in Connecticut River diversion case. Connecticut counsel has two moves under consideration.

Japan Delegation Visits Cheney Mills

Seventeen Japanese Representatives of the Imperial Government, raw silk exporting houses, the trade in New York and fericultural colleges, inspected the Cheney Silk Mills in South Manchester, during the early part of October. Although very few of the group were able to speak English, all expressed pleasure through their spokesman on being able to visit the mills. Those of the party living in Japan, are delegates to the Second

Annual International Technical Raw Silk Conference in New York, being held there October 5 to November 8.

General Instrument Corporation Increases Production

The General Instrument Corporation of Chicago, which recently purchased the Connecticut Telephone & Electric Company plant from Byron A. Fones, receiver, has extensive plans in store for the Meriden plant. It is understood that the working force of the plant will be greatly increased, and that by March 1, 1930, there will be from 1,500 to 2,000 employes on the payroll.

The General Instrument Corporation, according to an official, will manufacture the lines produced by the Connecticut Telephone and Electric Company, Inc., and will resurrect several of the products dropped by the former owners at the time the company went into the hands of a receiver.

Former employes of the company will likely be given preference in the positions to be filled, but since it will be impossible to secure all of the necessary skilled labor in Meriden, many men will be brought in from other towns and cities in the country. With the completion of present plans, the Meriden plant will be the fourth largest factory of the Bendix Corporation interests, the other three factories being located at Los Angeles, Chicago, and Newark. This plant will give an added stimulus and inspiration to Meriden's industrial life.

Radio Proves a Boon to Allied Industry

Radio has been a God-send to many allied industries according to the facts disclosed by leaders in the radio industry. Manufacturers of precision instruments, used in tube manufacturing, estimate an increase in their production of 33 1/3 per cent. A maker of

The National Burlap and Bag Co. of 7-11 Water St., New York, desires to purchase accumulations of empty jute, cotton and gunny sacks for which it will pay the highest market prices. Manufacturers interested should communicate direct with this company.

molded products claims that in the past six years his business has expanded more than 300%, and that at present radio parts comprise approximately 60% of his business. Makers of wire and wire products have also experienced an unprecedented demand for their products, since the introduction of radio.

These percentages are typical of the impetus given to all manufacturers who sell raw materials or semi-finished parts to the radio industry.

Moran Serves Phone Company for Forty-five Years

James T. Moran, president of the Southern New England Telephone Company was recently awarded a gold and emerald service button, marking the close of 45 years continuous service with the telephone company. Mr. Moran who was born in North Haven, received his education in the public schools of New Haven, and later in 1884 and 1885 received LL.B. and M.L. degrees from Yale University. He entered the law office of Morris F. Tyler in 1884, shortly after which Mr. Tyler became president of the telephone company. It was here that he first became associated with the Southern New England Telephone Company. Moran was elected a director in 1907, vice-president in 1908, general manager in 1911, and elevated to the presidency in 1917. He is also a director and trustee of several New Haven banks, a director in a number of industrial enterprises and public utilities, and also active in public affairs of New Haven and the state.

The American Legion is making a wide-spread appeal to effect the closing of all factories on Armistice Day, as customary on other holidays, and has asked the Association for its co-operation. *Connecticut Industry* prints this information in order that manufacturers may take independent action upon the request.

Winsted Insulated Wire Company Prospers

The Winsted Insulated Wire Company, now doing an annual business approximating \$1,000,000 with a force of fifty men, is planning to add several new men to operate twenty more machines which are expected to be installed before January

1, 1930. There are now fifty-two machines in operation, turning out large quantities of wire, which is sent by truck each night to a radio manufacturer in Easton, Pa. James Sweet, an official of the company has secured control, through his recent purchase of the stock of several small holders.

**Dwight C. Wheeler
Elected President of
Acme Shear Company**

Dwight C. Wheeler, former Secretary and General Manager of the Acme Shear Company, Bridgeport, was made President of the company at a recent meeting of the board of directors. Mr. Wheeler who has long been associated with this growing company, is a worthy successor to his father, David B. Wheeler, founder of the company, who died recently.

**Death of Benjamin
A. Armstrong**

Mr. Benjamin A. Armstrong, one of New London's most distinguished citizens, president and one of the founders of the Corticelli Silk Company, died at ten o'clock on the morning of the twentieth of October after a three weeks' illness. Mr. Armstrong was 85 years of age at the time of his death, and during the many years in which he was actively engaged in the silk industry he built an enviable reputation for both himself and his company. He began his career at the age of 16 as a clerk in a store in the employ of Lyon & Robbins. He was later associated with William B. Benjamin & Company and P. W. Brown & Company of Hartford until his engagement as a bookkeeper with the Williams Silk Company in New York. It was here that he became associated with James P. Brainard with whom he formed a partnership and later started a factory, which although a part of the Corticelli Silk Company is still recognized as the Brainard & Armstrong Company.

At the time of the merger of the Brainard & Armstrong Company with the Nonotuck Silk Company under the title of the Corticelli Silk Company, the organization was doing an

annual business of \$3,000,000 and employing about 1,000 hands. The up-building of this company remains as a fitting memorial to a man who's industry and foresightedness has meant more to the growth and prosperity of New London than the contribution of any other citizen. In addition to his demonstrated business acumen as a manufacturer of silks, he was also interested in the development of real estate around New London, was a bank director in the National Bank of Commerce since 1886, and was president of several other corporations and associations. Although quiet and unobtrusive about his giving, he assisted materially in a great many humanitarian projects, many of which aided worthy students in the pursuit of a higher education.

Mr. Armstrong leaves his sons Benjamin L. Armstrong, former mayor of New London, John Phelps Taylor Armstrong, treasurer and director of the Corticelli Silk Company and newly elected director of the Manufacturers Association of Connecticut, Luella Shapley Armstrong who is the widow of the late Judge Walter C. Noyes of Lyme, and a host of friends to mourn his death.

**Ten Airports
Officially Recognized
in Connecticut**

A total of ten airports and landing fields have been established in Connecticut which are now officially recognized by the Department of Commerce. The airports intermediate, and marked auxiliary fields so recognized are: Municipal fields, Hartford, Danbury, Meriden, and Wallingford; Commercial fields, New London, New Milford, Niantic, and Torrington; Intermediate fields, Bethany.

An Apology

Connecticut Industry makes apologies to the Petroleum Heat & Power Company for the typographical error occurring on page 23 of the September issue, which announced that "400 people were assembled for the joint program" of the Petroleum Heat & Power Company's convention. The actual number present was 1400.

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Measuring Miles of Frozen Waste

A SPECTACULAR instance in which Veeder-Root automatic counters are being used is the Byrd Antarctic Expedition. For measuring distances traveled, the dog sleds of this Expedition are equipped with Veeder-Root odometers.

Important as Veeder-Root automatic counters are to Commander Byrd, however, they are of even greater importance to modern industry, which depends upon such counters to measure accurately daily, monthly and yearly production.

It is this dependence of industry upon such counters, together with the record of past earnings and future possibilities of Veeder-Root, Incorporated, which causes the recommendation for investment of the capital stock of this corporation.

The record of earnings of this Corporation, the price of stock and other particulars will be given upon application.

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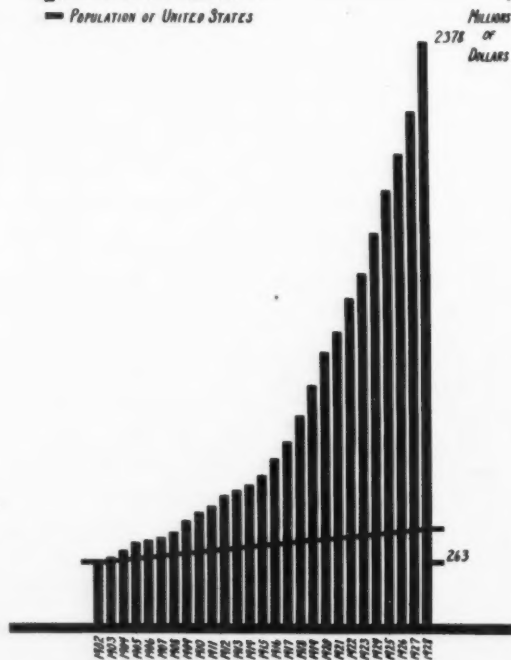
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■ ASSETS OF INSURANCE COMPANIES
— POPULATION OF UNITED STATES



GROWTH IN ASSETS OF 34 INSURANCE COMPANIES

Market



Comments

Data contributed by Goodwin, Beach, believed to be reliable, but not guaranteed.

The Investment Trust Idea and Insurance Stocks

The investment trust idea has taken a firm hold upon the American Security market. Although born abroad where it has operated successfully for a long period of years, the form which it has taken in this country is strictly American. As a matter of fact, the plan upon which the most successful American Investment Trusts have been established has been such an improvement on the British form as to have actuated the managers of many of the British investment trusts to modify their policy of investment.

The investment trust idea appeals to the imagination of the American investor. It establishes a form of investment machinery which makes possible economy and efficiency of results with a minimum of capital risk.

The progressive American business man is effectively sold on the idea that the best results from business effort accrue through coordination and cooperation. Industry in this country has developed to stupendous proportions through consolidating the efforts of many individual units engaged in certain lines to the end that those best qualified may produce the best product in largest volume to sell at the lowest price. This process creates efficient research, mass production and great volume of sales. The low percentage of profit per item sold is offset by volume, thus permitting low sales price and encouragement of public consumption. So it is that each phase of consolidated effort tends to complement the other and creates an ideal economic whole.

The best of the American Investment Trusts are operated upon this principle. In consequence, in the few short years in which they have functioned, results have been as gratifying to their owners as have the results to the stockholders of the consolidated major industries. Although the structure of investment trust organizations was suggested from those of similar organizations abroad, after all the

general principle upon which they are conducted is not new in this country. The investment syndicate or pool are old institutions. Ordinarily they have confined themselves to the promotion of the securities of some one particular group or class. Underwriting syndicates have functioned for many years and when properly managed have frequently proved most profitable. There are other organizations which have been operating in effect as investment trusts for over a century. Our most successful insurance corporations are for all practical purposes what might be termed investment trusts.

Insurance Stocks

In the operation of the insurance companies their managements are beginning to more and more appreciate that there are two distinct earning branches to be considered if a company is to be successful, i. e., "underwriting" and "investment." Because of this, the larger insurance groups have striven to incorporate in their managerial staff, brains equal to cope with both of these equally important problems. Those insurance organizations which have been longer awake to this situation are in consequence now the ones which have gained preferred positions in the insurance world. The stock of such companies has proved as magical in the resulting profits for their stockholders as Aladdin's Lamp. With the awakening demand for insurance in all of its branches, the continuous steady growth of insurance volume has lent itself to the steady magnification of the underwriting profits. Science and study are also making themselves felt in the reduction of material losses as well as from the human mortality angle. During the past few years of bull markets resulting from the world's increasing stability and the steady expansion of American prosperity, the investment side of insurance enterprise has added most substantially to the underwriting returns. Thus we find that the older well managed

insurance company is promised advantages not alone from the angle of its underwriting results, but also from its investment returns. As if to heap up its measure of prosperity, its steadily expanding growth, ever increasing with the growth and prosperity of the country, compounds these results until they promise returns in both capital and income hardly to be equalled in any other business field. This situation is gradually becoming known to the American investor and so it is that insurance stocks are growing in demand. Up until recently the market value of the best insurance stocks has reached such high figures as to class them only a rich man's investment. During the past year or two however, par values have been split in the case of many of the more favored companies so that the market price per share is again well within the reach of the average investor. Even though this class of security has often been referred to as the "World's Best Investment," its appreciation in the recent bull markets has not reached the proportions attained by the securities of the other popular investment groups. According to the tables published by Standard Statistics, Incorporated, the percentage of changes of appreciation in market values in the index ranges for the year 1929, insurance company stocks have shown an appreciation of only 12½% as against 20% for industrials, 26% in rails, 78% in utilities and 75% in New York banks. In view of all the circumstances previously reviewed, it would seem that insurance stocks are in a position to show considerable enhancement in value if they are to fare equally with other classes of investments. Should this happen, purchasers of well selected insurance stocks are due to enjoy a substantial enhancement in their invested capital values.

In line with the above review as to the position of insurance stocks and the possibilities they afford, it is interesting to note the experience of those who have invested in the past in stocks of several of the Connecticut Companies. A purchase of Travelers Insurance stock made in December, 1918, involved a capital outlay of \$18,800 plus subsequent payments of \$5,600 to meet capital increases, or a total of \$24,400. The present market value of this investment amounts to over \$165,000 during which time the owner has enjoyed cash dividends to the value of 8,500. Measured in percentage of annual return, this is equal to 23% compounded annually. Upon an investment of \$16,800 in Connecticut General stock,

made in December, 1918, plus \$9,600 invested further in the exercise of rights, the total outlay figured \$26,400. At the present time this investment has a value of over \$270,000 or equal to 29% on the original investment compounded annually. In the case of the Aetna Life stock with an original investment of \$16,400 plus \$2,400 invested in the exercise of capital subscription rights, there is a total invested of \$18,800. At current market prices this now has a value of over \$90,000, or more than 420% of the original investment, although the stockholder has received \$6,000 in cash dividends in the meantime. This is a profit equal to 19% per annum compounded annually.

There are many other insurance stocks which show equally as well if not better from the investment angle than the three above named.

Natural Causes for Enhancement in Insurance Stocks

In purchasing insurance stocks one acquires a security which in effect is the best form of investment trust. The law prescribes limitations in the type of investment insurance companies may make. The capable management enjoyed by most insurance companies, particularly the more select ones from the stock angle, prescribes a policy which brings diversification in investments. As a consequence this not alone assures that stockholders and policyholders are amply protected, but enables the companies to enjoy all of the advantages that from time to time accrue from investments in any particular security class. Furthermore, as with all good investment trusts, the best managed insurance companies never permit the declaration of cash dividends to an amount equal to their investment returns. As a matter of fact in the case of some of the more select companies, their cash dividend disbursements are under 30% of their investment return. This enables them to plow back their excess earnings for reinvestment in their capital account and produces another element of growth in invested funds and a consequent steady appreciation in the intrinsic value to the investor in this class of stock.

Connecticut Industry
is highly recommended to non-subscribers at the present attractive price of \$1.50 for 12 issues.



The Golden Caribbean Beckons You

TRAVEL was once a means of getting from one place to another, but now it is a means of enjoyment and education, offering all the luxuries of home at very low cost. The countries bordering the waters, as blue as indigo, have long been the preponderantly favorite playgrounds of American travelers. The sun is going to hide from us, the bleak winds will blow the swirling snow over the countryside and ice will chill us through and through. More and more are people seeking the balmy sun-kist shores of our tropical neighbors nearby. In response to this increasing demand for a suitable winter's sojourn, as announced, we are again arranging for a party of pleasure-bent members to cruise the Spanish main, traverse the waters frequented by Anson, Frobisher, Ponce de Leon, Drake, and that long line of ruthless pirates who pillaged and sacked the peaceful towns of yore. Today we shall see them in their improved splendor, yet emanating the very breath of Spain, and see the tell-tale monuments of the days of the Conquistadores.

The veil of romance and lure of adventure still prevail. You will hear modulated voices on every hand. For twenty-two thrilling days you will journey over land and sea in a succession of interesting and foreign places, new people, new scenes, new customs to enchant you and make the time pass all too quickly. You will visit Havana, Cuba, the "Paris of the West" with the Grand Casino rivalling Monte Carlo, Oriental Race Track, Tennis, Yacht, Golf and Country Clubs, and the million dollar Bathing Pavilion at Marianao. Next comes beautiful Port Antonio in that lovely Isle of Jamaica known as the "Paradise of the West Indies," with its two thousand miles of fine motor roads, tropical verdure growing in a

riotous profusion unknown to our lands. You will visit the famous Castleton Gardens where the finest and rarest species of tropical flora are under cultivation. Thence to busy Kingston, the Capital city of the Island, with its fascinating streets and markets. What real American will not thrill at visiting the great Panama Canal, American engineers' greatest achievement? Here you will see the huge lock gates swing to and fro with ease and precision, and in the control tower a miniature of the Canal, showing it in every phase of operation at all times. By special train and launch you will traverse the Canal's course and pass through the famous Gaillard and Culebra Cuts. You will see the ruins of Old Panama sacked by Morgan. Thence to Costa Rica "The Gold Coast of Central America." Here a special train takes you on a marvelous 100-mile trip through the lowlands, and into the hills to the dense jungle regions where daylight seldom reaches the ground and the water is always dripping from the impenetrable foliage. Bamboo, ferns of enormous dimensions, orchids everywhere, miles of banana and coffee plantations, cocoanut, mango, orange and grapefruit groves all about, pineapple farms tucked away in the dizzy heights. Groves of breadfruit and star-apple trees, and new things far too numerous to relate.

On shipboard you will enjoy all the comforts of home, large outside cabins with all modern appointments, open to the sea, air, and sky. Comfortable beds, running hot and cold fresh and salt water baths at your command. You will enjoy your meals, with service both a la carte and table d'hôte at your option without additional expense. Good times all the time, such

(Continued on page 39)



Usually, either the nature of the product or the nature of the market indicates clearly some form of agency relation. Then the most obvious step is not only to select the right type of exclusive representation, but also the best one of the type.

Jobbers as we know them, do not exist in great numbers in the Latin American countries. In fact, this outlet is very small in comparison to the other channels of trade. Then, too, it must be remembered that the functions of the American jobber and that of the foreign jobber are slightly different. The one notable exception is the piece goods business in which jobbers exist almost everywhere. However, in Latin American countries large houses may be wholesalers or retailers as well, although they supply some small local firms and some country trade, yet as retailers they enter into direct competition in their own city with other similar firms. This is especially true throughout Latin America.

The appointing of a jobber to handle a manufacturer's goods has many advantages from the manufacturers' standpoint, as well as that of the jobber. The manufacturers in the first instance, in dealing with a jobber has only one account to carry on his books. Usually large shipments are the rule and there is but one risk instead of a considerable number of scattered shipments and risks.

Many manufacturers believe that the interest of the merchant who actually buys and pays for the goods he handles is far more keen than is that of an agent who sells on a commission basis without assuming any risks of his own. A merchant's own risk when he has goods in stock acts as an incentive to dispose of these

Shall I employ a Jobber or Manufacturers' representative to promote my interests abroad? This question, recently asked by a member of the Association, has provoked detailed comment from an expert whose acquaintance was made in Connecticut a year ago — Arthur S. Hillyer, Chief of the Commercial Intelligence Division of the Bureau of Foreign and Domestic Commerce.

goods which in the final analysis generally leads to large trade. If the jobber is a large and old firm, his responsibility and standing are favorably regarded. In the event it is a young house, it may be preferred because a manufacturer thinks this type would display more punch and aggressiveness, thus increasing sales and accomplishing good results.

Although there are many advantages to lines being placed in the hands of large mer-

chants, there are, at the same time, some disadvantages. For example, many large wholesalers in foreign countries also do retail business and, obviously, a retail firm cannot sell its retail competitors in that territory. The manufacturers' goods are then somewhat restricted. Then too, the manufacturers' goods become the merchants property and naturally, his interests are not always that of the manufacturer. The merchant, for example, may have no desire to push a manufacturer's special brand, for he is always looking for the goods that sell easily and most profitably. So much for the merchant or jobber.

Manufacturers' representatives or Indent sales agents are theoretically, the agent for the American manufacturer and take the exclusive selling rights for the manufacturers' line. The manufacturers' agent is supposed to go into a foreign country with a line of samples and secure orders from the dealers, collecting a commission from the manufacturer. The advantages of the manufacturers' representatives are two-fold in purpose. The first being that he is actually domiciled in the particular country, and knows that country from an economic, political and social standpoint. The second is that an agent carries varied non-competing lines and

the coming in contact with his many clients increases his prospect of selling to each dealer wherever such a demand has been or can be created. Further, the agent's livelihood depends on his sales connection and therefore is not likely to be content with one or two orders. Again, being on the ground he is in position to take advantage of any special opportunity that arises. The representative if of the right caliber may be able to sell to competing wholesale houses after proving to them that it is to their benefit to handle the same goods, or selling one article to one house and another article of that same line to another house.

Moreover, he can grade his selling prices so as to protect his small and large customers, while at the same time promoting consumption and increasing the demand. A local agent is in a position to have actual knowledge of the operations of his competitors in his particular field. Then, too, the local representative can take care of municipal and other official orders by personal contact and negotiations where necessary.

However, in so far as the inquiring member (a textile manufacturer) is concerned, it is the opinion of this office that a manufacturers' representative would best serve their purpose in the distribution of their goods in South American countries.

The reasons substantiating the selection of this type of agent to handle the line are given as follows:

In many of the Latin American countries leading American manufacturing concerns grant exclusive agencies in those countries. Not only is this system entirely to their disadvantage, but in many cases they have lost immense business on account of being confined to a single concern. It is obvious that two men can do more business than one; hence, in granting an exclusive agency it means that manufacturers are handicapped as far as their firm is concerned in the territory where these agencies are given. Sometimes they never try to investigate regarding the financial standing of their agents

before granting these highly unprofitable exclusive agencies and should the agent go into bankruptcy, the business is spoiled for years to come.

A manufacturers' representative appointed on a general basis, would in the opinion of this office, best serve you in the distribution of your goods. The establishing of general agencies rather than exclusive agencies will under certain conditions increase the business of the manufacturer in Latin America. These conditions being to permit the general agent to advertise himself in such capacity, and to do general propaganda in behalf of the manufacturer.

Direct commercial relations and accounts are established in this manner between the manufacturer and importer dealer and at the same time the manufacturer reserves the right to establish as many dealers as he desires in the territory where general agencies are given; but in every instance to allow the general agent to certain commission on all goods sold to other parties located in his territory.

N. E. Export Executives to Visit Commerce Department in Washington

Members of the Association are invited to accompany the New England Export Club and its guests on a trip to Washington for the purpose of becoming thoroughly familiar with the work of the Department of Commerce and of expressing to New England representatives in Congress the fact that New England is aware of the importance which foreign trade plays in its industrial future, urging its aggressive promotion by the government.

The party, leaving Boston on the Federal Express on the evening of Wednesday, November 6th, may be joined by Connecticut manufacturers at New Haven where the Federal stops at 12:05 A. M. The program for Thursday, November 7th, includes addresses of welcome by Secretary Lamont and the new director of the Bureau of Foreign and Domestic Commerce, William L. Cooper, fol-

(Continued on page 38)



BRIDGEPORT, CONN.
NEWARK, N. J.

FLETCHER-THOMPSON, INC.

ENGINEERS ARCHITECTS

SPECIALISTS IN INDUSTRIAL PLANT DESIGN FOR 20 YEARS



Reflectors for Trailers Required after October 15

Reflectors will be required after October 15 on all motor vehicles operating under combination registration and on all trailers by a ruling of the State Motor Vehicle Department issued recently. The same type of reflectors approved for use on commercial motor vehicles and the same regulations for attachment to the rear of the vehicle will apply under the new ruling.

"Section 41A, Chapter 400 of the Public Acts of 1921, as amended by Section 20 of Chapter 297 of the Public Acts of 1929 requires the attachment of a reflector on the rear of certain motor vehicles," says the ruling.

This requirement is construed to apply to the following classes of motor vehicles:

- "1. All vehicles registered as commercial vehicles.
- "2. All vehicles registered as trailers.
- "3. All vehicles registered under the combination registration."

Combination markers are now issued under the statute "for the registration of a passenger and commercial motor vehicle, or of a passenger motor vehicle, or of a commercial motor vehicle when used in part as a passenger motor vehicle with a seating capacity greater than seven and not used as a public service motor vehicle."

The definition in the statutes of a "passenger and commercial motor vehicle" is a motor vehicle designed for use and used for passenger and commercial purposes.

The regulations concerning reflectors provide for two styles, "tile" and "button" types. The tile is limited to not more than 6½ and not less than three inches of reflecting surface. The second type must include at least four and not more than seven button reflectors, each with a reflecting surface of 45-100 square inches.

The list of approved reflectors includes the A. G. A., K-S safety reflector No. 33; Niter-day; Persons Sunbeam; Persons vehicle re-

flector; Rayflector (either in tile or button type); and Stimsonite.

Iron and Steel Tariffs for East are Postponed

In a modifying order just made public, the Interstate Commerce Commission postponed the effective date of certain rate schedules affecting iron and steel articles in eastern territory. The full text of the order follows:

No. 16356. Krupp Foundry Company v. Southern Railway Company, et al.; No. 16176, Somerville Iron Works v. Same; No. 18431, Florence Pipe & Foundry Company v. New York, New Haven & Hartford Railroad Company, et al.:

Upon further consideration of the records in the above entitled proceedings, and petition of the Eastern Trunk Line Carriers, defendants, for postponement of the effective date of the order:

It is ordered, that the order entered in these proceedings on July 11, 1929, which was by its terms made effective on October 20, 1929, upon not less than 30 days' notice, be, and it is hereby, modified so that it will become effective upon December 20, 1929, upon not less than 30 days' notice instead of said October 20, 1929.

N. E.-Florida Fourth Section Application

The Commission, by division 2, in fourth section application No. 13332, class rates between eastern points and Jacksonville, Fla., has denied, in fourth section order No. 10181, the application of the Ocean Steamship Company of Savannah, the Atlantic Coast Line and the Seaboard Air Line, for permission to establish class rates between points in trunk line and New England territories, on the one hand, and Jacksonville, Fla., on the other, without observing the long-and-short-haul part of the fourth section. The request was for permission to establish, on account of the competition of the Clyde and Merchants & Miners steamship lines, water-and-rail and rail-water-and-rail class rates without car-

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Every Monday, Wednesday and Saturday

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Differential rates apply between the East and points in the South, Southwest and West. Package cars operated to and from Savannah and freight transferred direct between cars and ship thereby insuring prompt and efficient handling.

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OCEAN STEAMSHIP COMPANY OF SAVANNAH

New Pier 46 North River — New York, N. Y.

Pier 42, Hoosac Tunnel Docks — Boston, Mass.

rying the low rates at the ports as maxima at intermediate points.

It is claimed in the report that the Coast Line does not participate in this business and that the Seaboard observes the fourth section. It also said that the records did not show that the Seaboard would withdraw from the Jacksonville business if relief were denied.

The Ocean Steamship Company claimed that the denial of fourth section relief would deprive it of approximately \$1,000 in revenue for each south-bound sailing, since it was dependent largely for traffic on tonnage going beyond Jacksonville, Fla.

The Commission considered this application in the light of the decision in the Southern Class Rate case, 100 I. C. C. 513; 109 I. C. C. 300; 113 I. C. C. 200, and 128 I. C. C. 567, in which it approved or prescribed, among other things, water-aid-rail and rail-water-and-rail class rates between key points from trunk line and New England territories, on the one hand, and groups of points contiguous to south

Atlantic ports, on the other, and in which it said consideration was given to the situation in connection with the routes long established by the applicants and their competitors.

Relief was denied on this traffic in the decision in the Southern Class Rate case. In disposing of the case, the Commission said:

"In our decision in the Southern Class Rate Case we were attempting to follow the declared policy of Congress to foster and preserve in full vigor both rail and water transportation, and as shown from the quoted portions of that decision we fixed a basis of rates which would further that policy. As the rates were based upon a compliance with the fourth section by all participating routes the situation here presented by the Seaboard Air Line and other applicants does not appear to demand any different treatment than other similar carriers. We are of the opinion and find that the evidence here presented is insufficient to warrant the granting of the relief requested. The application will be denied."

Fred Ramsdell Now Traffic Manager at New Departure

Britain, has recently been appointed traffic manager of the New Departure Manufacturing Company. Mr. Ramsdell is unusually well equipped to handle the exacting duties of his new position, having had many years of experience in traffic work.

Fred H. Ramsdell, former assistant traffic manager of the Stanley Works, New

Taylor Made Commissioner by the New Haven

as industrial commissioner, with headquarters in New Haven, Connecticut. He has been with the railroad for the past seventeen years, and for the last year has been secretary of the American Railway Development Association.

The New Haven Road recently announced the appointment of E. L. Taylor

Planes and Trains to Connect Boston and Havana

public after November 1, with the inauguration of the "New Everglades" by the New Haven, Atlantic Coast, Pennsylvania, and Florida East Coast Railroad. The train will leave Boston daily at 4:30 P. M., transfer being made at Miami, to planes of Pan-American Airways for Havana. Passengers leaving Boston on Saturdays, Mondays, and Wednesdays will connect at Havana with planes, continuing as far as Paramaribo, Dutch Guinea, the line recently extended by Colonel Charles A. Lindbergh.

Through plane and train service between Boston and Havana will be available to the

Traffic Management Survey

the transportation division of the bureau of foreign and domestic commerce of the Department of Commerce has been conducting at the suggestion of the Associated Traffic Clubs of America in cooperation with the domestic com-

The findings in the industrial traffic management survey, which

merce division, are being summarized for publication.

"It is believed that the results of this survey will be of interest and value to every firm with traffic management problems," says the transportation division.

"As it probably will be a matter of several months before the bulletin will be issued, individual requests would be premature at this time. The transportation division, however, will be glad to receive in advance of printing a notice of the probable requirements of trade and commercial associations which plan to supply them to their membership. Some indication of the probable demand for this study will enable meeting the requirements of more associations on the first printing.

"The bulletin will be furnished at a nominal figure, but the exact amount cannot be stated until the cost of printing is determined. As soon as the report is available for distribution the fact will be announced in Domestic Commerce."

The survey has brought out that, although the checking of transportation items on invoices is a less obviously important traffic department function, it is sometimes more profitable than the auditing of transportation bills themselves. As an example, a department store chain saved over \$18,000, attributable to auditing of transportation items, as against \$4,000 saving on overcharge claims.

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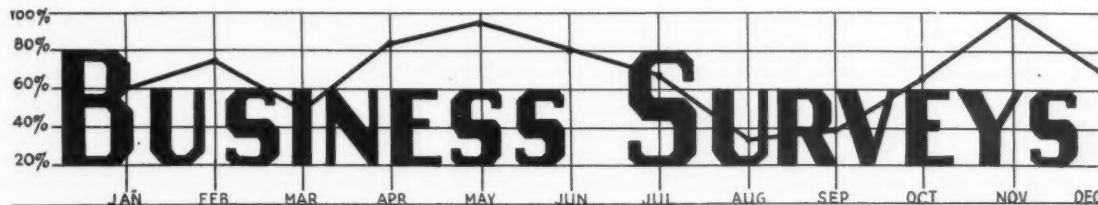
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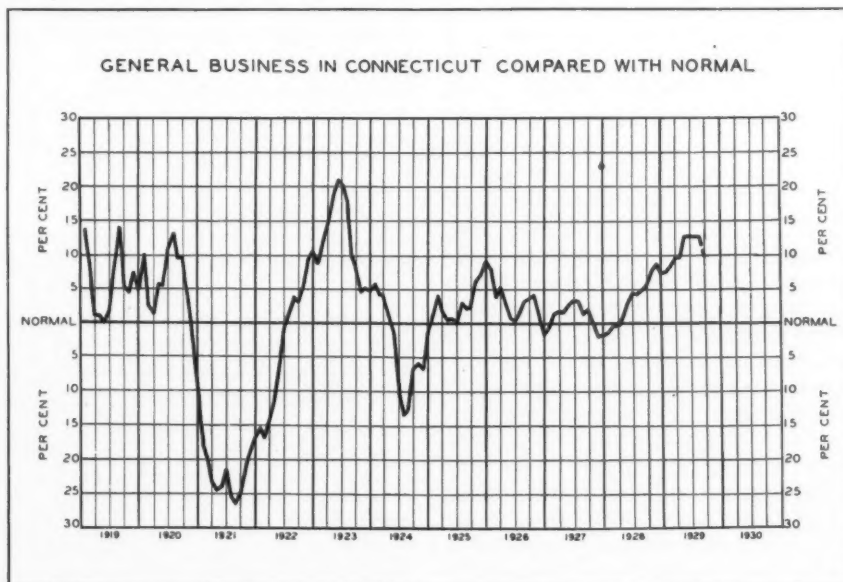


General Summary

As is shown on the accompany chart, general business in Connecticut during September fell off sharply when compared with the preceding month. The decline in the general business curve was greater than expected due largely to sharp decreases in the number of originating car-loadings in Connecticut cities and in cotton mill activity. Industrial activity, as shown by the number of man-hours worked,

mal for several months to come though declining gradually during that period.

In the United States during September further contraction occurred in general business activity. Production of iron and steel continued to fall off in comparison with normal and a marked decrease took place in the output of automobiles. Further reductions in activity are expected in both industries and the output of automobiles will be particularly affected by



declined moderately and metal tonnage carried by the New Haven Road was also lower than in the previous month. On the other hand, employment in Bridgeport non-ferrous metal concerns and bank debits to individual accounts in Connecticut cities remained at approximately the same level above normal as a month ago. Preliminary October data for car-loadings and industrial activity have been favorable and lend strength to the belief that the sharpness of September's decline in the general business composite will not be continued during the present month. The outlook for the future indicates that business will remain above nor-

mal for several months to come though declining gradually during that period. In the United States during September further contraction occurred in general business activity. Production of iron and steel continued to fall off in comparison with normal and a marked decrease took place in the output of automobiles. Further reductions in activity are expected in both industries and the output of automobiles will be particularly affected by

Banking and Finance

During the four weeks ended October 12th, the number of failures in Connecticut cities and towns declined 27% when compared with a year ago. Net liabilities were much higher due to one very large failure. The num-

ber of new corporations formed showed an increase over last year in both number and the total amount of capitalization. Real estate sales were approximately the same as a year ago; whereas mortgage loans continued to run below 1928 by a large amount.

Sales of new ordinary life insurance were brisk and 9% greater than in September a year ago.

Construction

During September, activity in the construction industry in Connecticut declined from August but was, nevertheless, at a higher level than last year. Building contracts awarded advanced 11% over 1928 due mainly to large contracts in the educational and public works classifications. New residential and commercial buildings were normal while industrial building was low. In the United States as a whole, new building dropped to a point 24% below a year ago and to one of the lowest September totals in the post-war period. Data for the first half of October showed no change in this situation.

Industrial

As was mentioned above, industrial activity in Connecticut factories during September declined slightly when allowance was made for the usual seasonal changes. Small decreases contrary to the normal upward trend between August and September occurred in Bridgeport and New Britain, although in the case of the former, early October data indicated an upturn in activity. Man-hours worked in Bristol and Hartford factories increased less than seasonally over August and, in New Haven, the level of operations fell further in spite of the sharp declines of preceding months. On the other hand, Meriden factories were busy and it was reported that the plant of the Connecticut Telephone & Electric Company had been bought by the General Instrument Corporation, which was planning to add 1,000 new employees to its payroll within a year. Employment in Waterbury brass concerns, while still at an abnormally high level, was somewhat lower than a month ago. Employment in Torrington factories also fell off in September.

The decreases in industrial activity shown above were corroborated by the reports from free public employment bureaus in Connecticut at which 71% of the applicants for employment were placed during the four weeks ended October 17th compared with 73% a year ago.

However, skilled metal workers and machine tool operators were in demand.

In the United States, factory employment decreased for the second consecutive month when allowance was made for the customary seasonal changes. Declines relative to normal occurred in sugar-refining, iron and steel, machine tools, automobiles and automobile tires, agricultural implements, and brass, bronze and copper products. Increases took place in leather and rubber boots and shoes, and petroleum refining.

Trade

Retail trade in Connecticut during September was maintained at approximately the same level as last month. Cool weather stimulated sales of seasonal goods. Collections were fair and orders for new goods were medium. Stocks on hand were low except in the automobile trade where the disposal of traded-in cars presented a problem.

Transportation

Revenue car-loadings at 14 Connecticut cities increase less than expected in September. However, a sharp increase took place during the first two weeks of October. Loadings of iron and steel, copper, cotton, wool, automobiles and hard and soft coal were in greater volume than a year ago. In the United States as a whole, car-loadings, while increasing in actual volume, did not increase as much as in previous years due mostly to reduced loadings of grains and other farm produce.

FOREIGN TRADE TIPS

(Continued from page 33)

lowed by a reception at the White House by President Hoover. In the evening the New England delegation will entertain the senators and representatives from New England and officials of the Department of Commerce at dinner. On Friday, November 8th, the schedule will include addresses by Dr. Klein and Congresswoman Rogers as well as talks by representatives of the State Department, Census Bureau, Division of Simplified Practice, Tariff Bureau, Federal Trade Commission, and Pan-American Union. The party is scheduled to return to New England on the Federal, leaving Washington at 8:00 p. m. on Friday.

Reservations may be made either through the Association or by writing directly to Edward O. Otis, Jr., Secretary of the New England Export Club at 80 Federal Street, Boston.



Blinks — You said your wife wouldn't be happy until you also had a three-car garage, and now that you have one I suppose she is.

Jinks — No, the neighbors now have a hangar in their back yard.

Will H. Hays said, on disembarking from the Berengaria:

"The movie fight I have just returned from convinces me that the world needs a pact outlawing war.

"The only arguments I have ever heard against this pact remind me in their madness of Bismarck's words when he wanted a war there was no real need of:

"Well, after all," said Bismarck, 'the lives this war will cost are the lives of men who will be dead anyhow forty years hence'."

"How was the scenery on your trip?"

"Well, the toothpaste ads were rather better done than the tobacco, but there was more furniture than anything else."

There was pawky humor — or was it ready wit? — in the remark of a boy who, coming home one Sunday afternoon with a string of trout, was suddenly confronted by the minister. There was no way of escape, but the boy rose to the occasion. "Minister," he exclaimed, "d'ye see what thae troots got for nabbin' worms on a Sunday?"

The minister went on his way rejoicing.

What We All Need — "Now, children, we have heard all about the duties of the Senators. Johnny, can you tell us the duties of the chaplain?"

"Please, teacher, the chaplain looks the Senators all over and then prays for the country." Let us pray — *The Cash Year*.

"THE GOLDEN CARIBBEAN BECKONS YOU"

(Continued from page 31)

as deck games and sports, dances, special and private dinner parties, dancing under the azure blue skies, dotted with twinkling stars seemingly within your grasp. An orchestra providing good music at required times, a masquerade — and always suitable prizes for the fortunate contestants.

Your steamer chair will be a pleasure, cosy nooks for a friendly chat, your favorite book from the well stocked library, or just another lazy nap as your beautiful ship glides over the friendly waters bestirred by schools of flying fish and sporty porpoises. We know you will be comfortable, happy, and will have the best winter's cruise ever. We know the unsurpassed service of the famous Great White Fleet steamer "*Toloa*" will fulfill your travel requirements. This is the fourth cruise of the Associated Industries of all New England. You will make new and lasting friendships, and more closely cement the old.

You can exchange personal and business ideas which will be beneficial. Every assistance will be given you to get in contact with local merchants at the ports visited, and give you entree to the sections of the business world which you are interested in. You will have a splendid opportunity to make valuable contacts in these friendly and flourishing countries, as well as having a splendid time.

Remember the date, Saturday, January 4, 1930, at 11 a. m., from New York. You will cover about 5,112 nautical miles as well as hundreds on land. No passports, no red tape, everything pre-arranged, and all items essential to travel included in your cruise ticket. The cruise manager in charge will give your personal requirements his interested attention, and you will devote your time to the enjoyment and fulfillment of that cruise-dream.

Full particulars and descriptive literature will be sent you upon request to your association or to the United Fruit Co., Boston.

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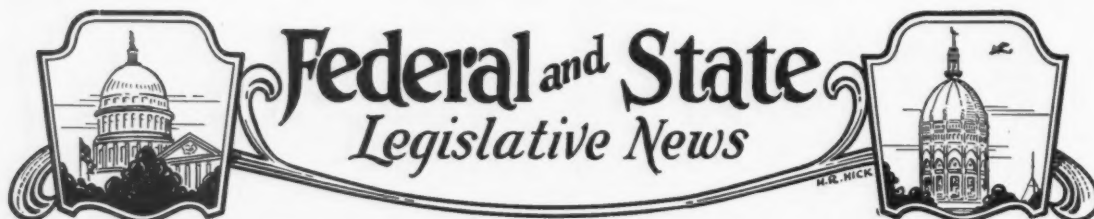
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Federal and State Legislative News

If we were to subscribe unreservedly to the outspoken opinions of Washington scribes, a large group of editorial writers, and the swan song by Senator Reed, we most certainly should visualize the administration performing the last rites over the bier of the tariff bill. In spite of all opinions to the contrary, we are much of the same mind as last month, i. e., that a tariff bill will be passed before the close of the special session, or at the worst, will be in sight of its goal. Our reasons for this belief are based upon the history of past tariff bills, and present conditions, which are not obvious to the casual observer.

At sometime or other during the consideration of tariff bills, their passage has seemed doubtful, but they generally passed, with the result that a great many interested parties received at least part of the protection needed. The present condition influencing the final outcome of the bill is the desire of the Democratic Insurgent-Republican coalition to secure protection for agricultural interests, and possibly for a few of their manufacturing constituents. We scarcely think this group of intelligent men will block the passage of legislation, which might mean a loss of political prestige in their home states. For the purpose of clarity and understanding we set forth the highlights of recent tariff deliberations by weeks.

Week of
September 23

Flexible provisions of the tariff bill occupied almost the entire attention of the senators in debate. An amendment was offered by the ranking minority members of the Finance Committee, which would authorize the Tariff Commission, on its motion,

or upon the application of interested parties, to make an investigation and report to the President, who would in turn transmit the report to Congress with his recommendations as to the changes suggested by the Commission, leaving the legislation to the discretion of Congress. This was a substitute for the amendment offered by the chairman of the Finance Committee on September 20, which would in effect, restore the provisions of Section 315 (flexible clause) of the present Tariff Act of 1922.

Week of
September 30

The flexible provision reached a vote on October 2 which resulted in taking away the President's power to order changes in rates, and vested the power in Congress. This was the first real victory for the coalition. Amendments to the dutiable list and to the administrative and special sections of the Tariff Bill were also introduced to be acted upon later. The bi-partisan Tariff Commission was continued by vote of the Senate.

Week of
October 7

An amendment added to the Tariff Bill under No. 1812 subjects antiques and works of art to closer scrutiny as to undervaluation by the importer, providing a penalty of 25% duty on the article in addition to other duties found applicable.

Week of
October 14

An amendment was added to Section 307 (prison made goods). Another amendment agreed upon on October 17 provided for a Consumers' Counsel in the

(Continued on page 41)

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Economy Demands Automatic Control

By J. E. HAINES

Minneapolis-Honeywell Heat Regulator Co.

PLANT operation is a game which men play very much like a game of cards. It is a difficult, troublesome game which some play only for money, but the best players like the game because of the chance to win. In auction bridge there are cards to play which come out in the deal and tricks may be won or lost on judgment and experience in playing cards.

There is a difference, however, in plant operation which many plant managers fail to understand. The operator has for the asking all of the aces, kings, and so on down the line, but too often he uses the deck from the bottom up. The demands for quality, quantity, and low costs will be met by the man who not only knows his cards, but who chooses from the top of the deck.

His strongest ace is economic control, and economy demands automatic control of the many variables, some of which exist in every manufacturing plant in the country. Automatic process control has become the determining influence in our mechanical progress. As it spreads from industry to industry, we see the cut-and-try elements displaced by scientific knowledge. Precision and economy replace the guesswork of wasteful, manual methods.

There is at the command of every operator a large assortment of apparatus that has been designed to control a wide variety of the mechanical and physical variables which enter into the plant process. A partial list of these variables includes temperature, pressure, vacuum, motion, liquid level, and specific gravity. Heat technology is an integral part of nearly every process. It involves all of those applications of heat and cold upon which industry is so universally dependent. Not every process at first examination seems to be a fit subject for automatic control. Sometimes conditions are such that it is not, but nearly everywhere tempera-

ture control plays some part, and possibly pressure or motion as well. Automatic temperature control always involves three elements — a temperature sensitive device, a controlling system actuated by the sensitive element, and a controlled device for regulating the heating or cooling medium. This general arrangement is also used for the automatic control of other variables.

To further enrich the deck for those who wish to choose the higher cards, there are at the disposal of the plant engineer, entirely free of charge, control-engineers who are experienced in their line of work, and are ready to assist for the asking — and *economy demands automatic control.*

FEDERAL AND STATE LEGISLATION

(Continued from page 40)

Tariff Commission at a salary of \$10,000 a year with a four-year term of office. An amendment forcing the domestic manufacturers and producers to file bonds with the Tariff Commission to cover damages in case their complaints prove unfounded was added to section 337, paragraph e. The draw-back privilege with reference to the time limit for re-exportation of grain was changed from three years to ten months. The Export Debenture was accepted as a further amendment to the bill. The hour of meeting was changed to 10 A. M. to give more time for tariff bill consideration on and after October 19.

From October 21
to Press Date

Rates were reduced 2¢ on several medicinal articles in the chemical schedule. Farmers were given an added 2½¢ protection on casein, and an increase of 5¢ a lb. was granted on transparent cellulose sheets used in the manufacture of safety wind shields.

Interpretation of Labor Turnover

THE Metropolitan Life Insurance Company which pioneered the compilation of a nation-wide labor turnover index through the Industrial Relations Service of its Policy Holders' Service Bureau has issued a memorandum on the executive interpretation of labor turnover experience.

Analysis should begin with the quit rate, the memorandum advises, because the average experience of all manufacturing companies shows that quits constitute approximately 80% of total separations. During February and March of 1929, the quit rate of a prominent middle western manufacturing company was slightly above the national average. Accessions likewise were higher during February. Obviously there is a relationship between high accession and quit rates; a man recently hired always is a greater turnover risk than a long service employee. The questions to be determined are:

1. Has business expansion necessitated the hiring of a large number of new men and thus caused a higher quit rate, or
2. Do the accessions represent replacements hired to fill the positions of those who have left?

If the latter is the case, a detailed report of the causes of leaving based on careful exit interviews might be called for and form the basis for constructive action. In the present instance, however, the fact that the accession rate fell in March while the quit rate continued high, would seem to indicate that there was a temporary increase in the number of employees. This inference, of course, could easily be checked with the payroll records.

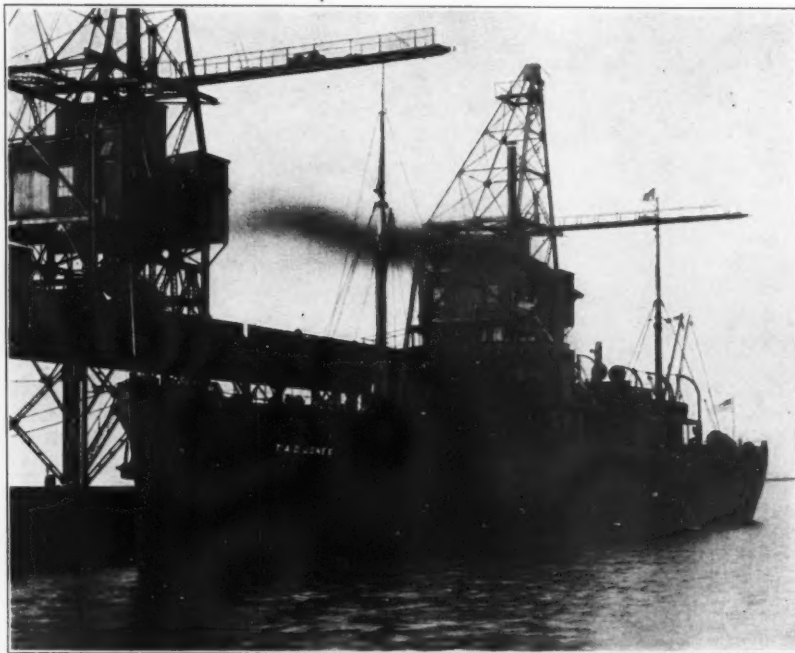
Continuing the analysis into the second quarter of 1927, somewhat similar conditions were noted. In the third quarter of 1928 a different situation appeared. In spite of the high accession rate, the quit rate remained below the national average — a fact which requires further attention. Particularly illuminating at this point were notations taken from the Personnel Log, which was described in a previous memo as a method of compiling day-to-day facts for the intelligent interpretation of progress records. What company changes occurred just prior to or at this time?

A minor change in design of this company's product resulted in some lay-offs. This brought the matter of readjusting piece rates to the attention of management and many rate changes resulted. It might reasonably be inferred that these new piece rates were responsible for the comparatively low quit rate experience during the next few months in spite of the volume of hiring. In the last quarter of 1928 quits began to exceed the national average and we note that the company was absorbed in a merger. The quit rate experience became worse in 1929 and the effect of this merger was evidenced by changes in the executive personnel.

Such analyses help an executive, with a minimum of time and effort, to keep his fingers on the pulse of labor and aid in diagnosing company ills. They take much of the guess work out of decisions affecting labor. With the statewide index now being compiled regularly in this office, they can be made doubly valuable.

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Employment Service

EXECUTIVE ASSISTANT — Twenty years' experience in railroad service including traffic, transportation and maintenance departments. Also positions of supervisory and official standing. Twelve years in commercial business including purchasing, sales and executive duties. Desires position as traffic manager or assistant in transportation work, office or employment manager, purchasing or administrative work. Valuable experience in research duties. Address P. W. 5.

PURCHASING MAN — College graduate, married. Seven years' experience in accounting, payroll and cashier work, three years in purchasing. Understands cost and statistical work. Address P. W. 9.

BOOKKEEPER — High school graduate. Age 33. Experience in bookkeeping and general clerical work. Address P. W. 10.

PURCHASING OR TRAFFIC — 29 years old. Desires connection in small manufacturing concern where he can use varied experience in purchasing, costs, office routine and traffic. Address P. W. 12.

EXECUTIVE — Age 47. Married. Twenty-five years' experience in manufacturing practice, twelve years of this time in a supervising capacity, covering general tool and special machine building, press operation, blanking, drawing, stamping, finishing, electroplating, lacquering, buffing, polishing, barrel burnishing. Practical knowledge of foundry operation in iron and non-ferrous metals. A knowledge of cost accounting as required in factory operation. Experience in developing new products and sales promotion of them, familiar with patent requirements in working out new ideas. Open for position where demonstration of ability is required with a responsible concern. Address P. W. 13.

FINANCIAL EXECUTIVE — An executive with a successful record in industrial accounting, organization and correlation of activities, now employed by a prominent corporation as comptroller, is available for a new connection. With present firm for ten years but due to limited future opportunity desires to make change. A man of mature judgment with background

of experience in manufacturing which qualifies him to take active interest in the complete operation of a business. Details of present and past connections, also references as to qualifications and character, will be furnished at interview. Address P. W. 14.

PURCHASING AGENT — College graduate. Connected with large ammunition concerns in cost and purchasing department. Also held positions as assistant production manager, assistant purchasing agent, sales manager, and credit manager. Address P. W. 15.

GENERAL OFFICE AND PRODUCTION — Age 42. Twenty years' experience in manufacturing office from bookkeeper to manager. Interested in production work. Would like position as office manager and financial man. Address P. W. 16.

ACCOUNTANT — Age 28. Married. N. Y. University education in accounting also two years at Rochester Tech. studying management. Now pursuing higher accounting with the Welton School of Chicago. About four year experience in charge of accounting in manufacturing plant and understands costs and production. Address P. W. 17.

ADVERTISING MAN — Desires to act as advertising agent and manager for three or four manufacturers, or to serve a few manufacturers in usual agency capacity. Would also look favorably upon allying himself with a good printer on part-time basis to plan and manage direct-mail campaigns for his customers. Address P. W. 18.

For Sale

LOCKERS — 100 used steel lockers, standard make, good condition, 12 x 15 x 36, double tier with locks. Address S. E. 1.

ENAMEL — 4000 gals. high heat rubber first-coat enamel, and 4000 gals. of high heat finishing enamel. Attractive price. Address S. E. 2.

BOILER — 1 Vertical 6 H. P. boiler 30" in diameter, 5 ft. long, made with $\frac{1}{4}$ " steel shell and fire-box $\frac{3}{8}$ "; 2 heads and contains 48 tubes 2" diameter and 3' long. Excellent condition and reasonable in price. Address S. E. 203.

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Company _____
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